Transformation Steering Committee
DG COMMITTEE DEBRIEF

Comité directeur de la transformation
DÉBREFFAGE DES COMITÉS DG

(June 10 – August 14, 2020)

Transformation Core DG Group – (Bi-Weekly)		
July 22, 2020		
Chairs: a/Director General, Transformation & Director General, Citizenship and Passport Program Guidance		
Item(s)	**Lead**	**Details**
Integrated Lean Transformation	PB	**Purpose:** To consider the benefits of deferring the launch of Phase 2 to next fiscal year – given COVID-19 realities. **Résultat visé:** Discuter des prochaines étapes. **Next Steps:** The proposal for delay has broad consensus and support to go to TSC, the deck is to be included as an annex and not necessarily for presentation.
TRV Journey Lab	IN	**Objectif :** Mettre les membres à jour sur les améliorations apportées à Chinook. **Target Outcome:** Gather feedback on next steps. **Prochaines étapes** : La direction générale de la transformation ira de l'avant avec les processus de stabilisation Chinook 1.0 (en principe). Il faudra envisager les points suivants avec les intervenants : (a) la coordination/planification du travail entre les équipes pour ceux qui travaillent actuellement à l'adaptation de Chinook (à travers environ 6 lignes d'affaires), (b) besoins en tant que ressources et rôles/responsabilités entre les directions générales et (c) prise en compte de Chinook dans une "feuille de route numérique" plus large. Ces prochaines étapes éclaireront un examen plus détaillé de la prise en charge de Chinook 2.0 par le laboratoire numérique - qui sera réexaminé lors d'une prochaine rencontre des comités des directeurs généraux.
TRV Journey Lab	TO	**Purpose:** Update Members on the TR e-Apps UAT schedule, with attention to high-level next steps regarding study permits and work permits. **Résultat visé :** Discuter des prochaines étapes. **Next Steps:** TB will continue with eApps progress, and come back to a later DG Core to report on results from User Testing (estimated end of August-early September). TB will also come back to update/present on Communications strategy accompanying the eApps process.
TRV Journey Lab	TO	**Objectif :** Mettre les membres à jour sur l'état d'avancement du produit minimum viable. **Target Outcome:** Gather feedback on next steps. **Prochaines étapes:** TB continueront avec le suivi des résultats PMV et l'amélioration continue sur les pages du site Web TR.

Core DG Forum (Bi-weekly)		
July 8, 2020		
Chairs: Director General, Transformation & Director General, Citizenship and Passport Program Guidance		
Item	**Lead**	**Debrief**
Transformation Metrics: Report on proposed KPIs and joint base-lining results	TB	**Purpose:** Report on proposed KPIs and joint base-lining results **Outcome:** Gain insights and guidance on proposed measurement methods, and, as a result, the draft high-level KPIs. **Prochaines étapes:** L'équipe des mesures de TB intégrera les réponses des DGs et reviendra avec des reconsidérations et des ajouts de KPI pour une discussion plus approfondie.

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Transformation Steering Committee
DG COMMITTEE DEBRIEF

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DÉBREFFAGE DES COMITÉS DG

(June 10 – August 14, 2020)

Citizenship Digital Journey Lab ZBD Synthesis	PB	**Objectif :** <u>Rapport</u> sur les résultats de l'atelier ZBD tenu les 25 et 26 juin. **Target Outcome:** N/A **Prochaines étapes:** Minimum Viable Product (MVP) workshops scheduled for 22nd and 23rd of July, after which the Digital Lab will return with an update/results.
CPPG Citizenship Program – Modernization Overview	CPPG	**Purpose:** Report on what innovations made/planned for the Citizenship Program. **Résultat visé:** Provide insights as to the past and present of Citizenship Modernization. **Next Steps:** Identify areas for closer collaboration between TB and CPPG to achieve larger objectives.
DSB IM/IT Talent Mgmt. & Digital Upskilling	DSB	**Objectif :** <u>Révision</u> des exigences en matière de compétence numérique. **Target Outcome:** Discuss Next Steps. **Prochain Etapes:** Reporté en raison de circonstances imprévues - sera présenté lors de la prochaine réunion.
TRV Journey Lab Update on TRV 'Apply'	PB	**Purpose:** Update Members on the TRV 'Apply' MVP progress. **Résultat visé :** N/A **Next Steps:** Postponed due to unforeseen circumstances – will be presented at the next meeting.

Core DG Forum (Bi-weekly)		
June 24, 2020		
Chairs: Director General, Transformation & Director General, Citizenship and Passport Program Guidance		
Item	**Lead**	**Debrief**
DPM Discussion	DSB	**Objectif :** Faire une mise à jour sur le DPM. **Outcome:** Members can situate efforts and interactions between Transformation and Digital Platform Modernization. **Prochaines étapes :** Revenir à ce groupe avec des mises à jour sur les progrès, y compris des mises à jour sur le Bureau de la transformation.
Présentation - Lean	TB	**Objectif:** Clarifier le rôle des événements Kaizen dans la vague Lean. **Target Outcome:** Group members have an understanding of how Kaizen events will work within Transformation Wave 2, and how they differ from the work of Journey Lab. **Prochaines étapes:** Commencer la phase de planification des projets Kaizen.
Présentation - Lab	JL/PB	**Purpose :** Update on progress and upcoming activities **Résultat visé:** Feedback/ commentaires fournis pour la présentation. **Next Steps:** DGs and branch representatives to be active participants in Citizenship Zero-base Design (ZBD). TB/PB to come back to the table with further results of these workshops and proposed next steps.

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Transformation Steering Committee
DG COMMITTEE DEBRIEF

Comité directeur de la transformation
DÉBREFFAGE DES COMITÉS DG

(June 10 – August 14, 2020)

Core DG Forum (Bi-weekly)		
June 10, 2020		
Chairs: Director General, Transformation & Director General, Citizenship and Passport Program Guidance		
Item(s)	**Lead**	**Debrief**
Transformation Phasing and Alignment	TB	**Objectif :** <u>Mise à jour</u> du laboratoire de Citoyenneté et de Lean, et discussion sur les prochaines étapes. **Target Outcome:** Update members on progress on Journey and Lean change management. Proposal for next steps. **Next Steps:** - TB to follow-up in next 4 weeks with closer identification of what current pain points look like - to engage departmental partners via working group consultations. - TB to further coordinate with SPP colleagues on how Policy can have a greater role in Transformation.
Prelude: Metrics Discussion	TB	**Objectif :** <u>Discuss</u> metrics and Key Performance Indicators (KPIs) **Résultat visé:** Gather input from DGs on valuable KPIs across the 4 Transformation pillars. **Next Steps:** - TB to further consult on metrics via ongoing working groups, incorporating feedback on lessons learned (e.g. formal approval process (1) frequency, (2) start, (3) how to account for learning curve, (4) what's the criteria to be used for the measurement) and keeping an eye for pillars to guide recommendations on intersection an balance between Client centricity, Productivity/Efficiency, Program Integrity, and Org Health. - TB to continue involving more departmental partners in the process – e.g. evaluations, program integrity, and Cit Pol. - TB Metrics to consider additional factors – such as 'mail' (dead time) in applications and so forth – to be raised in working groups. - TB Metrics consider Logic Model/framework to help facilitate next discussions.
Operations Update Online Cit. Tests	CPPG	**Objectif :** <u>Present</u> the ongoing work being done for Online Citizenship Tests. **Target Outcome:** N/A **Prochaines étapes:** N/A

TERMS OF REFERENCE
DIGITAL TRANSFORMATION PROGRAMME BOARD

MANDATE

The Digital Transformation Programme Board (DTPB) is responsible for implementing the five-year IRCC transformation roadmap. The committee, chaired at the Assistant Deputy Minister's level, is a forum for robust discussion and decision-making at the senior management level focusing on monitoring the transformation and Digital Platform Modernization (DPM) roadmaps and other transformation initiatives.

RESPONSIBILITIES
o   Implementing the five-year transformation roadmap and reporting focuses on new technologies and business transformations in consultation with key corporate enablers.
o   Approving transformation methodologies, frameworks and standards.
o   Providing guidance and direction to service transformation initiatives, ensuring their alignment to the service strategy and the enterprise architecture of the Department, including IM/IT priorities.
o   Providing guidance and direction to the Digital Platform Modernization roadmap and implementation initiatives.

DECISION-MAKING AUTHORITY

As a sub-committee of the Transformation Committee (TransCom), DTPB acts as a delegated decision-making authority. Inconclusive decisions will be discussed at the Corporate Governance-level (TransCom).

SUB-COMMITTEES

To ensure proper consultations at all levels, key DGs must be consulted prior to items proceeding to DTPB (e.g., DG-level committee - not limited to the list below, bilats, memos, etc.).

The following Director General (DG) committee feeder reports to DTPB:
o   Digital Transformation Programme Team
o   Departmental Enterprise Architecture Board (DEAB)

A high-level debrief of the DG committee meeting is to be provided to Corporate Governance Unit (CGU), within two-days following their meeting, and will be presented by the respective committee Chair(s) at DTPB.

FREQUENCY OF MEETINGS

DTPB will meet every six-weeks; meetings will generally be held for a duration of two hours with the possibility of extension as required by the agenda. DTPB meetings will be held the week before TransCom.

Ad hoc meetings will be scheduled as needed.

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ADMINISTRATION

Membership

<u>Co-chairs</u>
Assistant Deputy Minister, Transformation and Digital Solutions / Chief Information Officer (CIO)
Assistant Deputy Minister, Modernization

<u>Members</u>
Senior Assistant Deputy Minister, Operations
Assistant Deputy Minister, Corporate Services
Assistant Deputy Minister, Finance, Security and Administration / Chief Financial Officer (CFO)
Assistant Deputy Minister, Vaccine Credentials
Assistant Deputy Minister, Strategic and Program Policy
Director General, Transformation
Director General, Citizenship & Passport Program
Director General, Chief Data Officer
Director General, Digital Strategy
Director General, Financial Strategy / Deputy Chief Financial Officer (DCFO)
Director General, Operational Planning & Performance
Director General, Ops Sector Lead to Support DPM Phase III
Director General, Communications
Executive Director and Senior General Counsel

<u>Ex-officio</u>
Director General, Integrated Corporate Business
Director General, Chief Audit Executive
Executive Director, Enterprise Change Management

<u>Observers / Guests</u>
Director, Transformation Engagement and Sustainability
Executive Director, Digital Investment Oversight Division, Office of the Chief Information Officer, Treasury Board Secretariat
CGU has been granted authority to deal with guest/observer requests, including:
  o   Interdependencies, subject matter experts and/or key analysts;
  o   New executives and new senior policy advisors from each sector, as well as nominees from the Professional Development Network (PDN) and Middle Manager (MM) Network.

<u>Committee Advisor</u>
Corporate Governance Unit Representative

The effective size of a committee has been set at 8-14 members ensuring all sectors are represented. The chair must be in agreement of any membership changes. New changes will be brought to ADM Tactics for final endorsement. Adding a new member will require the removal of an existing member (one for one rule) within the respective sector.

Attendance
When a co-chair is absent priority is given to an alternate ADM, not necessarily of the respective sector, as they need to report to TransCom. DG actors will be the last resort.

When a member is absent, priority will be given to another DG of the respective sector - actors will be the last resort. Other substitutes must be approved by the chair.

Ex-officio members will not require a replacement.

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In-person meetings

Presenters/observers are to arrive 30 minutes prior to their scheduled presentation and wait outside the boardroom for a representative to invite them in. Observers are not to sit at the table unless asked by the chair. Presenters/observers are asked to leave the boardroom following their item.

Virtual Meetings

When meetings are held through virtual means the following rules apply:
- o   All participants are encouraged to turn their video camera on.
- o   All microphones should be muted unless speaking.
- o   Presenters/observers are asked to join the virtual meeting only when an e-mail from the designated inbox has been received and promptly exit both the meeting and chat after the item has ended.

Quorum

A minimum of 50 percent of members must be present to make the decisions valid. ~~Final decisions will be made collectively by the chair and the Assistant Deputy Minister, Operations and the Associate Assistant Deputy Minister, Strategic and Program Policy.~~ Final decision will be made by the co-chairs should members not reach an agreement.

Secretariat Support

Coordination support for the DTPB is provided by CGU including: work planning, issue identification, forward agenda, reporting tools, quality control, meeting coordination, hospitality and agenda management.

Pre-briefs with the chair take place 2 days prior to the meeting.

Meeting Material and Presentation

Both official languages must be used in meeting material (preferably a combination of French and English text within one document) and when presenting.

ADMO leads will provide the necessary meeting material to CGU, three days prior to the scheduled presentation. Lateness of material, will result in a note being added to the agenda. If materials are not submitted within 24 hours of the meeting the item may be pulled and/or the meeting cancelled.

The OneNote binder will only be shared once all materials have been received.

Once the binders are delivered, the books are closed. Only under special circumstances will material be retrieved or table dropped.

Presentations are to be no longer than 10 minutes to leave time for discussion.

Evaluation

The Terms of Reference will be reviewed on an annual basis.

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Digital Platform
Modernization

IRCC Digital Transformation Governance

Alignment on Governance Structure

DATE: July 2020

VERSION: v1

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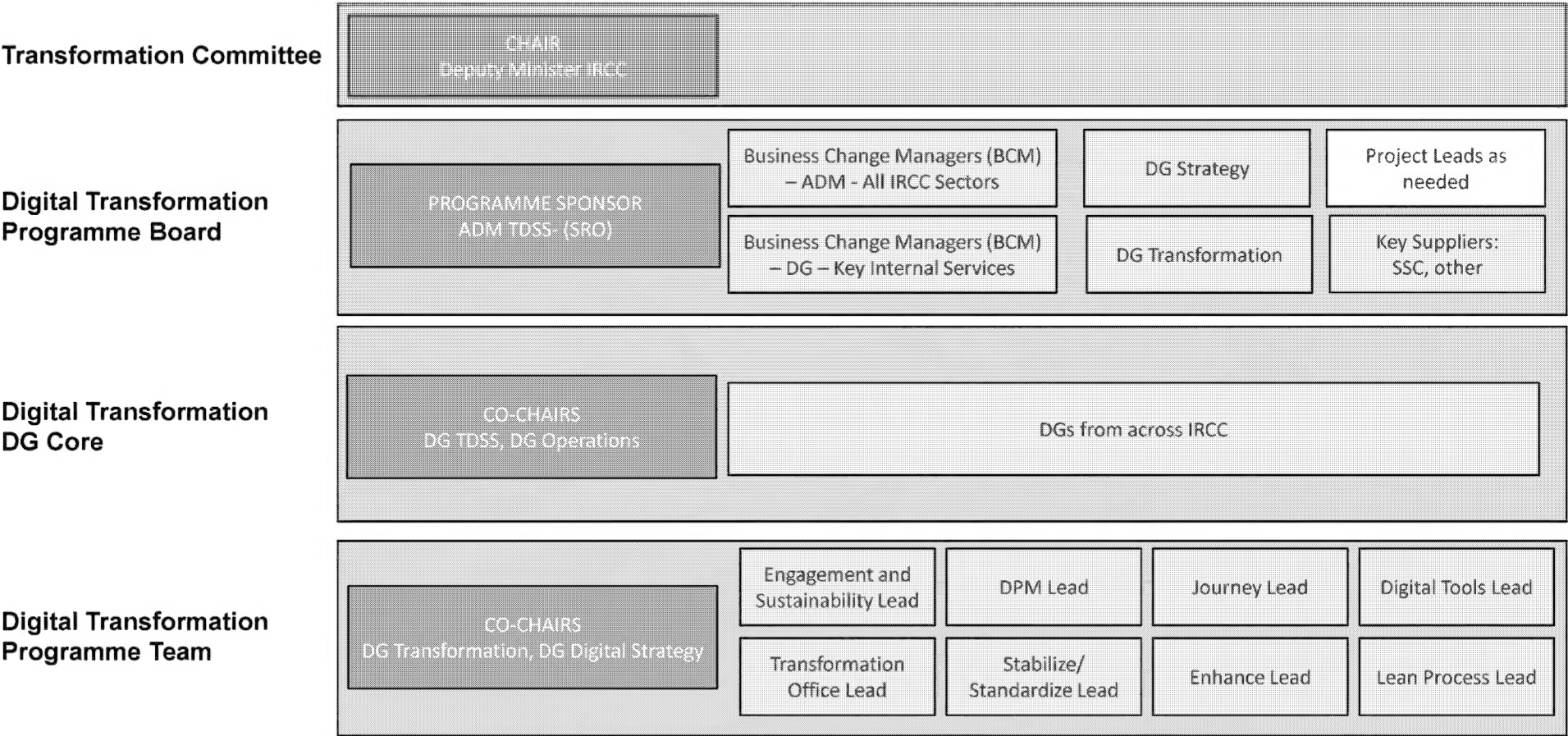
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PROPOSED CHANGES TO KEY IRCC GOVERNANCE BODIES

The proposed integrated governance model for Digital Transformation requires several additions and changes in order to accommodate both best practices and lessons learned from large programme management as well as adjust to the changes in scope:

- Given the strategic importance of DPM a new DM level Committee has been created - DM Core Services – to provide cross government enablement and guidance

- Transformation Steering Committee name has changed to Digital Transformation Programme Board with a single accountable owner for the programme – ADM Transformation Digital Solutions Sector. ADM Operations and ADM Strategic and Program Policy will have decision making authorities.

- Two NEW Digital Transformation External Advisory Committees, an ADM level - Chaired by the DMA, and a DG-level Chaired by DG TDSS and DG Operations, will be established to ensure execution alignment across all delivery partners.

- The DG Core Committee is renamed to Digital Transformation DG Core Committee co-chaired by DG TDSS and DG Operations. This advisory group will feed into the Digital Transformation Programme Board.

- A NEW Digital Transformation Programme Team will be established to ensure alignment and integration across all the projects and elements of Digital Transformation Programme: Journeys, Lean, DPM, Digital Innovations, Digital Engagement and Sustainability and Transformation Office – this is the execution-level committee

- The Transformation Office will need to be re-established and re-shaped to accommodate the broader scope of initiatives it will be integrating as well as ensuring it is performing the functions and tasks needed for the execution of a major programme.

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CATÉGORIE DE GOUVERNANCE

Catégorie	Description
Prise de décision	Se compose d'organes décisionnels, constitués de personnes responsables de la prestation ou de la réalisation des bénéfices, qui prennent les décisions clés en ce qui a trait au programme et au projet.
Assurance	Consiste en une évaluation indépendante des pratiques du programme. Informe les fonctions de prise de décision et de surveillance.
Conseil, Supervision et Partenariats	Conseil: • Consiste en des conseils de niveau stratégique fournis par des organismes internes et externes, sans responsabilité ni d'obligation pour la réussite du Programme de transformation. Informe les fonctions de prise de decision. Supervision: • Assure la gestion efficace du Programme. Fournit aux décideurs et aux organes de contrôle de niveau supérieur des informations et conseils impartiaux sur la mise en œuvre du programme. Informe les fonctions de prise de decision. Partenariats: • Consiste en des consultations avec des SMAs, des DGs, des directeurs et des groupes de travail inférieurs d'autres ministères du gouvernement du Canada responsables de la prestation du Programme de transformation. Informe les fonctions de prise de décision.

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PROPOSED KEY IRCC GOVERNANCE BODIES

Transformation Committee

CHAIR Deputy Minister IRCC

Digital Transformation Programme Board

PROGRAMME SPONSOR ADM TDSS- (SRO)	Business Change Managers (BCM) – ADM - All IRCC Sectors	DG Strategy	Project Leads as needed
	Business Change Managers (BCM) – DG – Key Internal Services	DG Transformation	Key Suppliers: SSC, other

Digital Transformation DG Core

CO-CHAIRS DG TDSS, DG Operations	DGs from across IRCC

Digital Transformation Programme Team

CO-CHAIRS DG Transformation, DG Digital Strategy	Engagement and Sustainability Lead	DPM Lead	Journey Lead	Digital Tools Lead
	Transformation Office Lead	Stabilize/ Standardize Lead	Enhance Lead	Lean Process Lead

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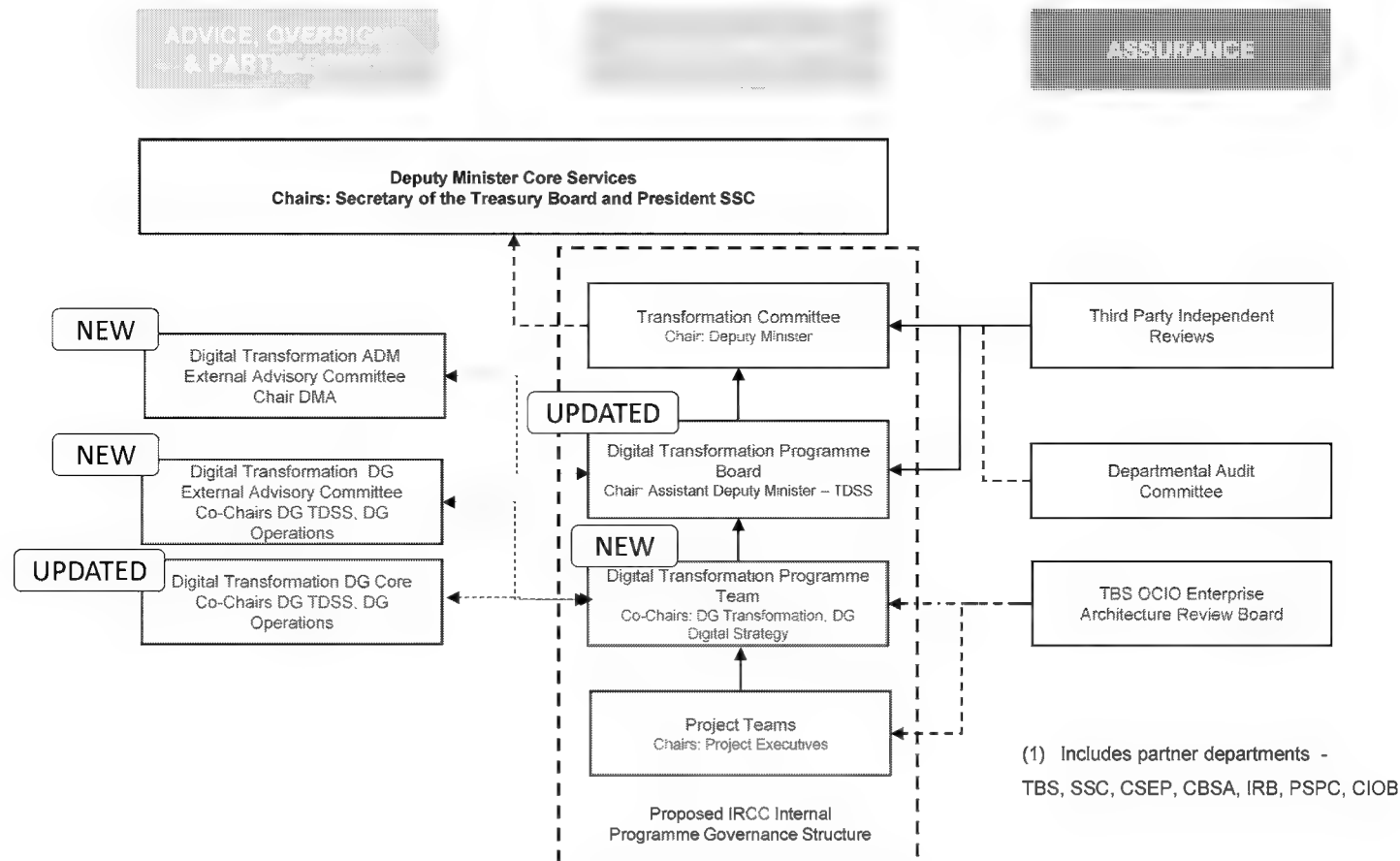# MILESTONES/DELIVERABLES AND PROPOSED APPROVAL LEVEL - 20/21

The principle for approvals is to align final approval level according to the impact/criticality of the deliverable/milestone.

Milestone	Timing	Final Approval Level
Concept Case, PCRA approved	Q1	ADM (committee not in place)
DPM Proposed Governance Structure committees and work groups (internal and external) approved	Q2	Transformation Committee
Programme Charter/Programme Preparation Plan approved	Q2	Transformation Team
Programme Quality and Assurance approach complete and approved	Q2	Transformation Team
Initial DPM Planning Deliverables (Preparation Plan, detailed Project Plan) Approved	Q2	Transformation Team
Stakeholder Engagement and Communication plans complete and approved	Q2	Transformation Team
Business Process Optimization (Journeys) planning (prioritization, sequencing, costing) complete and approved	Q3	
Benefits Realization Plan complete, vetted with Benefit Owners and approved	Q3	
Procurement Strategy and Approach approved and engagement initiated	Q3	Transformation Committee
Architecture components complete, approved and presented to GCEARB	Q4	Transformation Team/DEAB
TDR portfolio of projects fully planned, sequenced and approved	Q4	Transformation Board
Cloud Adoption and Connectivity plan approved	Q4	Transformation Board

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Digital Platform
Modernization

ANNEX: Lessons Learned and Roles and Responsibilities

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The New Digital Transformation Governance Model

Proposed IRCC Internal Programme Governance Structure

(1) Includes partner departments - TBS, SSC, CSEP, CBSA, IRB, PSPC, CIOB

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POLITIQUE DGT, PRATIQUES EXEMPLAIRES ET LEÇONS APPRISES

Gestion des programmes et orientation externe	• Identifier un point unique d'autorité/responsabilité pour l'ensemble du programme, ce point unique étant le propriétaire de l'entreprise. Cela s'applique aux programmes informatiques et non informatiques.

Directive du Conseil du Trésor sur la gestion des projets et programmes	En vertu de la politique, l'administrateur général est responsable de : • Nomination d'un propriétaire désigné principal pour la mise en œuvre d'un cadre de gestion des projets et des programmes. • Établir des processus pour s'assurer que tous les projets et programmes ont un commanditaire qui est le seul point de responsabilité à une étape donnée. Pour les programmes, le commanditaire est au niveau ADM.

Leçons apprises de la transformation sur l'administration des salaires	• Confier la reddition de comptes et le pouvoir à un seul bureau dont les responsabilités, les pouvoirs, les rôles et les responsabilités des autres organisations en cause sont conçus, documentés et mis en œuvre dans un cadre global de responsabilisation. • Établir une gouvernance qui reflète entièrement la vaste gamme d'intervenants touchés par l'ensemble de l'initiative. Établir une fonction de défi pour une surveillance indépendante efficace en s'appuyant sur des organisations ayant de l'expérience et des individus dans le domaine de la transformation.

GOVERNANCE ROLES DESCRIPTION

SENIOR RESPONSIBLE OWNER (SRO)

Single individual with overall responsibility for ensuring the Programme meets its objectives and delivers the projected benefits.

- Creating and communicating a vision for the programme
- Providing clear leadership and direction throughout the Programme Lifecycle
- Maintaining the interface with key senior stakeholders, keeping them engaged and informed
- Maintaining alignment of the programme with the organizations strategic direction
- Commissioning assurance and audit reviews
- Ensuring the effectiveness and performance of the programme organization
- Appointing, chairing, and setting priorities for the programme board.
- Securing the investment required to set up and run the programme, and fund the transition activities so that the desired benefits are realized
- Ensuring that the programme delivers a coherent capability, achieves its strategic outcomes and realizes its benefits
- Establishing the programme's governance arrangements and ensuring appropriate assurance is in place
- Ensuring the continuous viability of the business case
- Monitoring key strategic risks facing the programme

PROGRAMME AUTHORITY

Responsible for the set-up, management and delivery.

- Day-to-day management of the program
- Day-to-day agent on behalf of the SRO, ensuring successful delivery
- Planning and designing the programme
- Monitoring progress and resolving issues
- Implementing governance framework
- Coordination of supporting projects and their interdependencies
- Managing budgets, monitoring expenditures and cost against benefits
- Managing stakeholder engagement and communication
- Managing risk and issues
- Managing internal and external suppliers
- Maintaining overall integrity and coherence of the programme environment and, developing and maintaining the environment to support each individual project
- Facilitating appointment of individuals to the project delivery teams
- Managing the comprehensive business case and ensuring the new capabilities being delivered are aligned with it
- Managing performance of programme team
- Managing communication with stakeholders
- Reporting progress to SRO

BUSINESS CHANGE MANAGER

Responsible for benefits management, from identification thru to realization, and for ensuring that the implementation and embedding of the new capabilities are delivered by the projects.

- Defining future operating state of the business area they represent
- Identifying organizational changes outside of the programme that may affect the benefits
- Preparing their section for the changes
- Ensuring effective communication with the business areas they represent

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GOVERNANCE BODIES DESCRIPTION

TRANSFORMATION COMMITTEE

Overarching authority over the Programme. Delegate much of this to the SRO. Ensure the ongoing overall alignment of the Programme with Departmental strategic direction.

Responsibilities:
- Appointing, advising, supporting the SRO
- Providing and ensuring the continuing organizational context for programme
- Providing continued commitment and endorsement in support of the programme objectives at executive and communications events
- Authorizing funding
- Resolving strategic and directional issues
- Authoring the organizations strategic direction against which the programme is to deliver
- Authoring the progress of the programme against strategic objectives
- Major reviews of progress
- Participating in end-of-tranche reviews and approving progression to the next tranche of the programme
- Providing and ensuring the continuing organization context for the programme

DIGITAL TRANSFORMATION PROGRAMME BOARD

Drive the programme forward and deliver the outcomes and benefits.

Responsibilities:
- Ensuring the programme delivers within its agreed boundaries (cost, org. impact, expected/actual benefit realization)
- Assuring the integrity of benefits profiles and realization plan
- Maintaining focus on the development, maintenance and achievement of comprehensive Business Case and Plan
- Providing assurance for operational stability and effectiveness through the programme delivery cycle
- Defining the acceptable risk profile and risk thresholds for the programme and it constituent projects
- Ensuring that the programme delivers within its agreed boundaries (i.e., cost, organizational impact, expected results)
- Resolving strategic and directional issues between projects, which need the input and agreement of senior stakeholders to ensure the progress of the programme
- Assuring the integrity of benefit profiles and realization plan
- Understanding and managing the impact of change
- Monitoring the desired benefits achievement
- Resolving risk and issues relevant to their area
- Resolving dependencies with other pieces of work

DIGITAL TRANSFORMATION PROGRAMME TEAM

The Leadership team responsible for delivering the full scope of Digital Transformation at IRCC. Key integration across all areas done by the Transformation Office

Responsibilities:
- Providing a strategic overview of all programmes and interdependencies, and reporting upwards to senior management;
- Ensuring visibility and accountability for project deliverables and horizontal integration across the project teams
- Tracking and Reporting: Integrating all elements of the program to create integrated reports on progress, risks, issues and benefits
- Benefits management: ensuring benefits across all projects are brought together for integrated oversight and management
- Financial Management: Assisting the Programme Manager with budget control , maintaining status reports on all projects in the programme
- Stakeholder engagement and management
- Change Control – registering and analyzing requested changes

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Building a recommendation for our next set of Digital Labs

As part of the broader Transformation

Transformation Office & Digital Labs

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In recent months our reality has changed - there is a clear need as an organization to accelerate going digital to support business resumption and departmental priorities

The Mandate Letter issued by the Prime Minister on December 13, 2019 directs the Minister of IRCC to:

"Continue to raise the bar on openness, effectiveness and transparency in government […] [leading to] **better digital capacity** *and services for Canadians."* It also directs the Minister to work on **reducing application processing times**, **improving** the department's **service delivery** and **client services** to make them timelier and less complicated, and **enhancing system efficiency**

This urgency is even stronger now with the impacts of COVID-19 and business resumption challenges.

Looking Ahead – key considerations in accelerating our going digital, as well as our departmental mandate:

- **Heavy implications for levels:** we are not going to meet levels this year. Looking ahead, **2021 will need to be a productive year to catch up. How can we accelerate our digital capabilities?**
  Three immediate steps taken:
    1) Leveraging industry tools and solutions for critical digital services
    2) Accelerate the Digital Platform Modernization (DPM) plan
    3) Digital Factory and preparation for next Journey Labs

- **To have the most impact and digitally reimagine 6 Journeys in the next 3 years,** we need to have multiple Journeys going simultaneously to increase digital features that can also be leveraged for other business lines in a horizontal approach

- **People readiness**
    – As offices are moving into business reintegration, subject matter experts' (SMEs) availability is stretched/solicited from multiple angles
    – Addressing potential change fatigue and early change management is necessary

- **Quick decision-making** to remove blockers and increase in alignment and time for change management

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The rapidly accelerating digital imperative, accelerated by COVID-19, is raising the bar on client expectations for us to provide seamless digital services

COVID-19 accelerating a new Digital reality

COVID-19 has accelerated the shift to digital client services and operations. All sectors are seeing a rapid and maintained channel migration to digital.

COVID-19 has also had significant impact on our business – creating increased volumes (and backlogs) in certain lines of business, while decreasing volumes in other lines of business.

As part of the broader Transformation…

Digital will play a central role in driving and achieving our broader Transformational outcomes of improved client experience, increased productivity and improved program integrity.

There are 3 core components to enable IRCC to deliver on Digital as part of our broader Transformation *(see slide 6).*

Key considerations as we select the next journeys for Digital Labs

Given COVID-19's ongoing impact to our business:

- With current backlogs and a potentially different future mix of volumes across lines of business, **where can the next set of Digital Labs have the largest impact for our clients, employees and IRCC?**

- **Have specific lines of business emerged as new high priority candidates for our Digital Labs to support?**

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Rétroaction du Comité des directeurs généraux de la transformation

Points stratégiques importants soulevés au Comité des directeurs généraux de la transformation qui présentent de la discussion d'aujourd'hui :

❑ Défis de capacité des équipes opérationnelles et techniques

❑ Équilibre entre les objectifs de transformation à court et à long terme et les réponses à COVID-19

❑ Avons-nous l'occasion de repenser notre stratégie initiale?
  - Prendre un secteur d'activité par rapport à une approche de plate-forme horizontale

4

Context and discussion points - Scaling IRCC's Digital Factory

In order to pave the way forward, we need to have a clear and aligned decision

Recall, in Fall 2018 **TransCom approved IRCC's 15 core journeys** to be reimagined through Digital Labs *(see Annex 7)*. Among these, we are looking to identify the **next 6 Journeys Labs to take place over the next 3 years**. Two of which to start in Fall 2020/Winter 2021.

Today's discussion is to seek recommendation on Journey prioritization, which will increase operational functionality developed in Digital Labs to have the biggest departmental impact

1. **Launch of the next digital labs in Fall 2020 /Winter 2021, (**a decision at TransCom is needed on the next Journeys)

2.

3. **Reviewing funding considerations:**
    - TBC –
      IF NOT - *Does IRCC have internal funding for the next 2 Labs, (for the remainder of the FY), to keep up momentum this year and next?*
    - - align on a recommendation to take forwards

5

Our vision remains the same…However the impacts of COVID-19, dictate a new reality…..

The world of digital has accelerated, we need to respond

As an organization, what do we want to optimize for?

We have 2 options:
1. *Re-imagine a line of business from an end to end perspective.*
2. *Re-think our strategy and focus on the client interaction across all lines of business.*

OR
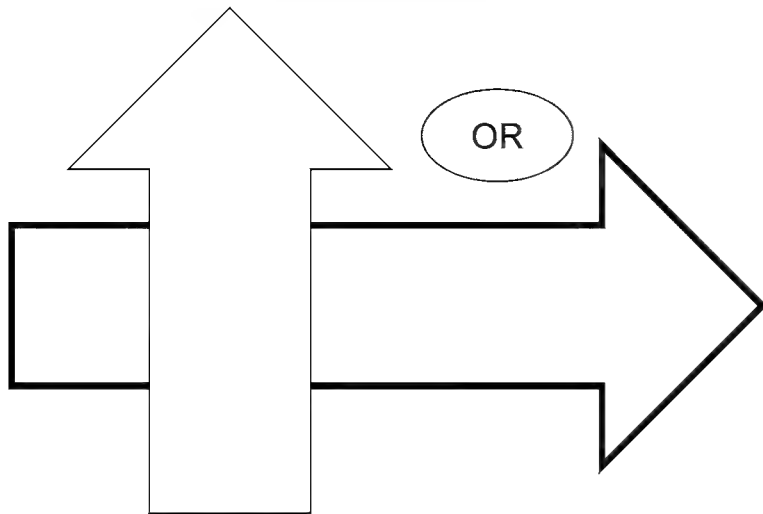
Option 1 - Pros & Cons (E2E)
✓ The Strategy was approved by TransCom in 2018.
✓

✓ The Journey Lab, will take an end to end approach.

✗ *Does not take into account current client & operational reality*

Option 2 - Pros & Cons (cross-cutting)
✓ Address the current digital intake gap, across all LOB's.
✓ Provide an opportunity to focus on client interactions, (seek & apply).
✓ Accelerate IRCC going digital.
✓ Opportunity to move work around and augment remote processing capacity.

✗ *Possibly will have to be internally funded*

6

3 core components to enabling IRCC to deliver on Digital and as part of its broader Transformation

⇩

① Digital Factory

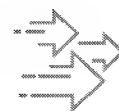8 – 10 Digital Labs delivering rapidly at scale

> **TRV Digital Lab**
>
> **Citizenship Digital Lab**
>
> **Digital Lab 3**
>
> **Digital Lab 4**

② Platform Modernization

Core element to setting up for long term, sustainable success

- Planning and clarity up front on the horizons delivery horizons of the likely ~3 year effort is critical
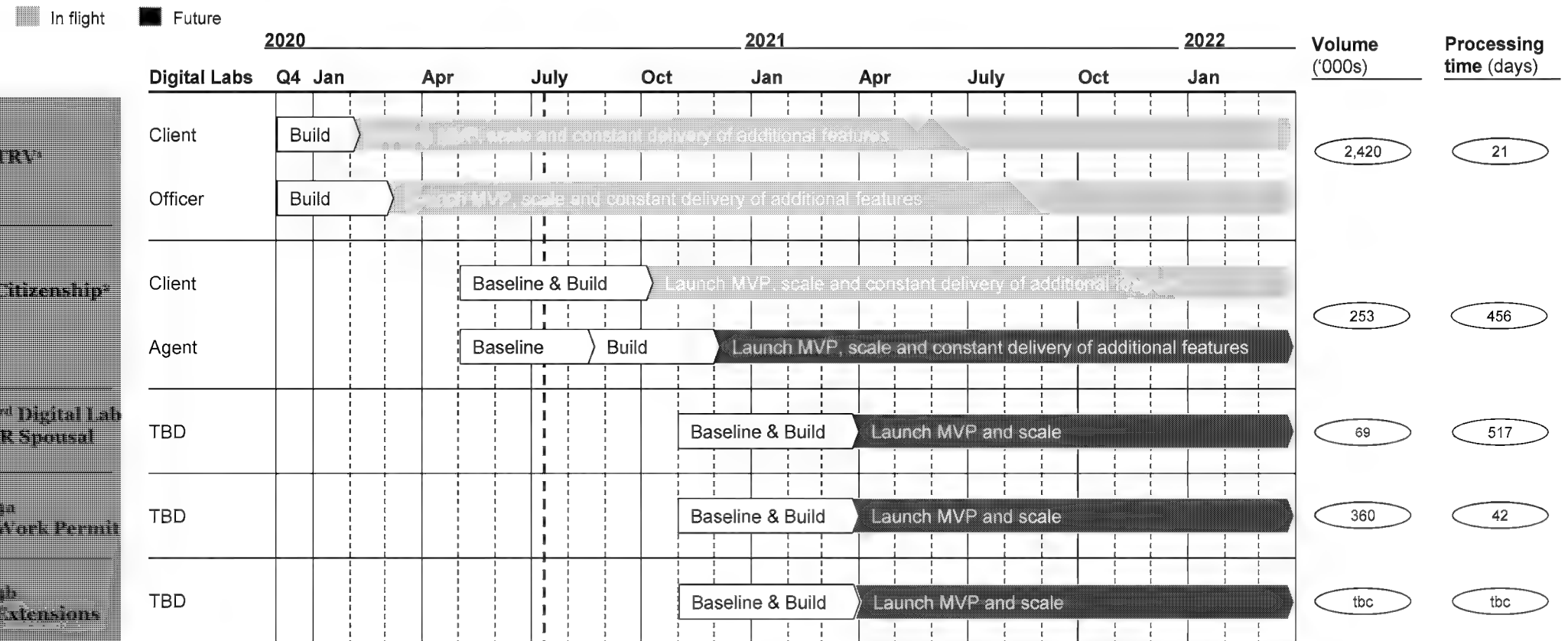
③ Backbone enablers driven by an Agile Transformation Office

- Decision making and organizational commitment
- Digital talent
- Performance measurement and metrics
- Business planning, Agile finance & funding, and value assurance
- Leadership development and change management
- Workforce location and workspace

Digital roadmap: an ambitious path to remaining journeys, Transforming IRCC and changing the way the Canadian Public Sector delivers technology

In flight | Future

	2020						2021					2022	Volume ('000s)	Processing time (days)
Digital Labs	Q4 Jan		Apr	July	Oct		Jan	Apr	July	Oct		Jan		
TRV Client	Build												2,420	21
TRV Officer	Build													
Citizenship Client			Baseline & Build										253	456
Citizenship Agent			Baseline	Build			Launch MVP, scale and constant delivery of additional features							
3rd Digital Lab PR Spousal TBD							Baseline & Build	Launch MVP and scale					69	517
4th Work Permit TBD							Baseline & Build	Launch MVP and scale					360	42
4th Extensions TBD							Baseline & Build	Launch MVP and scale					tbc	tbc

TRV and Citizenship volumes and processing times derived from baselining phase of both Digital Labs

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La sélection des parcours du laboratoires des processus et, en fin de compte, une usine numérique d'IRCC sont guidés par trois résultats, conformément à la transformation plus large

Devenir un chef de file mondial dans la migration afin que les clients et les Canadiens tirent pleinement profit des avantages de nos programmes.

Afin de devenir un chef de file mondial dans la migration, nous optimiserons les critères clés suivants dans le futur processus de citoyenneté

Améliorer l'expérience client en réduisant les temps d'attente et générer des processus plus simples et plus clairs, ce qui raccourcit le processus d'application de bout en bout

Stimuler l'excellence opérationnelle afin d'améliorer les parcours de nos employés, de découpler le volume et les efforts consacrés au traitement des demandes, et de réduire le coût par demande afin d'atténuer l'écart de financement

Maintenir une norme élevée en matière d'intégrité du programme et veiller à ce que notre niveau de risque soit maintenu ou amélioré

9

Decision 1: <u>option 1</u> for next two Labs to launch Fall 2020/Winter 2021 as Digital Lab 3 & Lab 4

Detailed qualitative and quantitative fact-based of 15 journeys approved by TransCom (Annex 1-6)

Primary rationale	Fall 2020 / Winter 2021 emerging candidates
	PR: Family Class Spousal (inland and overseas)
COVID considerations	• Processing halted – high volumes – backlog • High department business resumption priority
People Readiness /Impact	• No or few ongoing initiatives • 100% paper-based program, complex triaging and file transfer • High application rejection rate for incompleteness
Processing times / volumes	17 Months / 69K
	TR: Open Work Permits
COVID considerations	• Critical processing continued • High department business resumption priority
People Readiness / Impact	• Existing online intake component to program • No or few ongoing initiatives • Complexity of eligibility criteria
Processing times / volumes	42 Days / 360K[1]
	TR: Extensions
COVID considerations	• Critical processing cont'd. • Business resumption priority. • Biometrics availability was a limiting factor
People Readiness / Impact	• TR-ext automation for decision-making exists • Existing online intake component to program • Reduce flagpoling & related iritance
Processing times – volumes	tbc

<u>Remaining Journeys approved by TransCom:</u>

- **Study Permit**
- **PR: Economic Class**
- **Passport**
- **eTA**
- **Settlement Services**
- **PR Card**
- **In-Canada Asylum**
- **Citizenship Proofs**
- **Overseas refugees**
- **IEC work permit**

Key considerations

- Given COVID-19, is there another journey that would have greater positive impact to our clients, employees and our business?

1. Stat for all work permit business lines

Decision 1: <u>option 2</u>, for next two Labs to launch Fall 2020/Winter 2021 as Digital Lab 3 & Lab 4

Primary rationale	Fall 2020 / Winter 2021 emerging candidates
	Cross-cutting Digital Intake
COVID considerations	• *Processing challenges with paper based LOB's – high volume of paper applications – creating large backlogs* • *Some are high department business resumption priority* • *Meeting intake volumes and frontload for multi-years levels plan*
People Readiness /Impact	• *No or few ongoing initiatives* • *CEB is finalizing a forms design challenge* • *SME availability* • *100% paper-based program, complex triaging and file transfer* • *Opportunity to align all digital applications*
Processing times / volumes	tbc
	My Account 2.0
COVID considerations	• *Client communication and status updates are causing client frustration and operational challenges* • *Key enablers to client experience and service strategy,* • *Opportunity to modernize client facing tool.*
People Readiness / Impact	• *Existing project with dedicated resources* • *few ongoing initiatives* • *Will be leveraged by all lines of business - strong need to have a client space* • *Confirm infrastructure is available and ready*
Processing times / volumes	tbc

Remaining Journeys approved by TransCom:

- **Study Permit**
- **PR: Economic Class**
- **Passport**
- **eTA**
- **Settlement Services**
- **PR Card**
- **In-Canada Asylum**
- **Citizenship Proofs**
- **Overseas refugees**
- **IEC work permit**

Key considerations
- Given COVID-19, is there another journey that would have greater positive impact to our clients, employees and our business?

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Requirements to successfully build and sustain the impact of an IRCC Digital Factory

These include…

❑ Building and developing new digital talent: to deliver new and innovative technology for our business will require a new approach and focus to building a sustainable digital talent pipeline required to meet the rising digital needs of our Transformation and our organization

❑ Strong sponsorship from our organizational leadership

❑ Development of modern technology platforms (e.g., Cloud)

❑ Maintained tight coordination with the Transformation Office, including development of a focused communications and change management plan

❑ Continued focus and measurement against out Transformational outcomes: ensuring a laser focus on driving value for our clients, employees and our business

❑ Emphasize collaboration with SMEs and stakeholders across our organization to ensure we build on the great work already done to date and create engagement with colleagues across our department

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Prochaines étapes

1. **Présentez la recommandation sur les 3 points de discussion au TransCom du 21 août**

1. **Finalisation du BPO pour DT pour examen interne du 25 août**

Appendix

Annex 1: Guiding questions support four core criteria to prioritize high-potential journey candidates for the next Digital Labs

- **FTE and Client impact**: How many clients and FTEs are impacted?
  - What are their pain points?
- **Processing time:** What is the processing time for applications? Is it within service standards?
- **Cost:** What is the current salary and non-salary cost for the line of business?

- **Existing initiatives:** Are there ongoing or planned modernization initiatives across the department?
- **Attitudes:** What are current stakeholder attitudes towards change?
- **Capacity**: Can we undertake new work?

- **Focus:** What is the current level of public focus on the line of business?
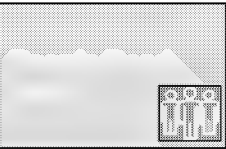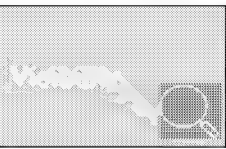- **Political lens**: Are there policy or mandate commitments?"
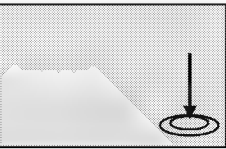
- **IT dependencies**: What are the IT dependencies?
- **Data transfer:** Complexity of sourcing and transferring data?
- **Current state:** How complex are current operational processes?

Ease of implementation

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Annex 2: Remaining Journeys qualitative fact-base (1/2)
Temporary Residence and Citizenship
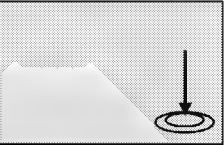
Low Medium High

Temporary Residence → **Citizenship**

	Work Permit	Study Permit	Extensions	eTA	IEC Work permit	Citizenship Proofs	Passport
COVID	Critical online processing cont'd. Department business resumption priority	COVID has reduced the number of students Canada anticipates this school year	Critical processing cont'd. Business resumption priority. Biometrics availability was a limiting factor	Reduced demand due to Travel restrictions	Processing halted. Low business resumption priority.	Required for Canadian ppt & repatriation to Cda for those impacted by the pandemic	Reduced demand due to Travel restrictions & Cdns willingness to travel
	Delays in processing times continue labour gaps. Complexity of the eligbility criteria	Delays in processing times may lead students to choose to study elsewhere. Volumes, seaonality and integrity	Increasing volumes/high processing time pressures. Gap in processing times /client expectations. Driver for flagpoling/bilateral irritant with CBSA & USA	High volumes. Low # of FTEs required	Already online. Selective program	60% apps from outside of Canada & US requiring clients to visit consular office. Low volumes	Other significant initiatives ongoing or planned
	No or few ongoing initiatives	No or few ongoing initiatives. SDS programme, VESPA	No or few ongoing initiatives	Newer, possibility of change fatigue. Possible work under visitor transformation MC	System recently changed to expression of interest/automated. Possibility of change fatigue	Have solid foundation to build upon. Processing agents should be able to expand the scope from last project launch	Passport Modernization project ongoing/ multiple planned initiatives. Deemed not needed by program area
Victims	Heavy political focus on attracting all skill levels of workers/ economy benefits	Heavy political focus on international students. GDP economic dependency	Low political and media focus	Low political and media attention	Low governmental priority. Reciprocal country agreements	Citizenship related LOB have a political focus. Less volume than other LOB	Political focus on increasing number of Canadian's with a passport
Ease of implementation	Similar to TRV process. Can leverage TRV lab functionality for WP. Currently being integrated into Chinook / tested	Similar to TRV process. Can leverage TRV lab functionality for SP. Currently being integrated into Chinook / tested	TR-ext automation for decision-making exists. Existing online intake component to program. Can leverage TRV lab functionality for EXT. Currently being integrated into Chinook / tested	System is mostly automated. Requirement for high availability to support same-day applications	System is online. Candidate pool system is complex. Has it's own funding model	Existing proof electronic application can be built upon to improve client service. Technical improvements and adjustments require resourcing from TDSS, CPD, CN	Simpler funding mechanism. Complex & multiple systems. Cross-departmental stakeholders

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Annex 3: Remaining Journeys qualitative fact-base (2/2)

Permanent Residence and Settlement

● Low   Medium ◌ High

	Permanent Residence					Settlement
	PR Family Class: Spousal	**PR: Economic (Express Entry)**	**Overseas Refugee Resettlement**	**In Cda Asylum**	**PR Card**	**Settlement**
COVID	• Processing halted. Department business resumption priority	• Processing halted. Department business resumption priority	○ • Processing paused. Department Business resumption priority.	• Processing halted. Medium business resumption priority.	● • Processing halted. Low business resumption priority.	○ • Some services shifted online
	○ • Delays in processing times postpone family reunification • SPC rejection rate appreunification. 22% for incompleteness[1]	○ • Increasing volumes • Opportunity to decrease processing times • Increase program integrity	○ • Delays in processing times postpone refugee resettlement	◌ • Increasing volumes • Significant growth in FTEs & corresponding LoB cost • Delays in processing postpone granting of protected persons status	• Potential for increased automation	○ • Increased client service • Increase use of services
	○ • No or few ongoing initiatives • 100% paper-based program, complex triaging and file transfer (overseas files)	○ • No or few ongoing initiatives	○ • No or few ongoing initiatives	○ • Multiple change initiatives currently ongoing • Limited stakeholder buy-in • Heavy reliance on partners	○ • Contracted external party for digital solution expected Fall 2020	○ • No or few ongoing initiatives
	◌ • Heavy political focus on family reunification	◌ • Heavy political focus on economic immigration	○ • Heavy political focus on humanitarian	• Heavy political and media attention • High political and stakeholder sensitivity	● • Low governmental priority	○ • Political focus on Canada as a global leader in resettlement
Ease of implementation	○ • High volumes and complexity of requested documents	◌ • Complex program with multiple sub-classes, and contentious and complex selection processes (i.e., ITA, lottery, etc.)	● • Considerable system complexity • Paper application system	● • Considerable system complexity and no existing automation	○ • Paper application system	○ • Unknown

1. Spouse, partners, children rejection rate for the period of July 2017 to April 2019 has remained steady around 22%. OPP-DART (November 27, 2019)

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Draft: pending remaining data

Annex 4: Remaining Journeys quantitative fact-base (1/3)

	Temporary Residence				
	Work permit	**Study permit**	**Extensions**	**eTA**	**IEC work permit**
Description	I want a work permit	I want a study permit	I am a visitor in Canada and want to extend study permit, work permit or my stay in Canada	I want an eTA	I want an IEC work permit
Intake Volume, K	360	444	tbc	3,738	77
Fluctuation in volumes driven by COVID	Readjustment to Forecasted Intake: 2020: -45% , 2021: -29%	tbc	tbc	tbc	tbc
Average growth rate over past 3 years, %	15%	21%	tbc	9%	-2%
Processing time	42 days	33 days	tbc	1 day	36 days
Cost of LOB, $M	33.9	28.6	tbc	14.9	9.1
Number of FTEs	384	400	tbc	137	70
Call Center & Email Volumes	518	251	tbc	46	17

Annex 5: Remaining Journeys quantitative fact-base (2/3)

Draft: pending remaining data

Permanent Residence

	PR Family Class Spousal[2]	PR: Economic(Express Entry)	Overseas Refugee Resettlement	In Cda Asylum	PR Card Renewal
Description	I want to be reunited with my spouse	I want to immigrate in the economic class	I am an overseas refugee and I want to be resettled in Canada	I am in Canada and I want to claim asylum	I'm a PR and want a PR Card, renew my PR Card or to return to Canada
Intake Volume, K	69	112	tbc	64	223
Fluctuation in volumes driven by COVID	Admissions: 45%-65% target achievement of 419K Final Decisions		tbc	TBC	TBC
Average growth rate over past 3 years, %	4%	3%	tbc	9%	-2%
Processing time	17 Months	5 Months	tbc	N/A	25 days
Cost and LOB, $M	38.5	51.4	tbc	207.4	16.2
Number of FTEs	584	634	tbc	459	244
Call Center & Email Volumes, K	401	496	N/A	21	157

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Annex 6: Remaining Journeys quantitative fact-base (3/3)

Draft: pending remaining data

| | Settlement | Citizenship | |

	Settlement Services	Citizenship Proofs	Passport
Description	I am new to Canada and I want to access settlement services	I want proof of my Canadian citizenship	I am a Citizen and want a new or renewed passport
Intake Volume, K	tbc	46	2,491
Fluctuation in volumes driven by COVID	tbc	tbc	April – July 2020: Intake decreased by 95% in comparison to 2019
Average growth rate over past 3 years, %	tbc	-9%	-16%
Processing time, days	tbc	257	99.29% are within Service Standards
Cost of LOB, $M	tbc	8.7	184.7 [6]
Number of FTEs	tbc	108	1,951 [7]
Call Center & Email Volumes, K	N/A	95	N/A

Annex 7: As a reminder, back in the Fall of 2018 we identified and quantified IRCC's 15 core journeys to establish a performance baseline

N/A Not applicable

Client journey	Volume[1],	Expected CAGR (18-21),	Processing time,	Processing cost[3],	Processing FTE
I want to visit Canada and need a tourist visa	1,900	14%	21	77.9	842
I want a work permit	100	9%	39	7.4	65
I want a study permit	305	4%	37	18.9	193
I want to immigrate in the economic class	200	6%	180	89.2	823
I want my family to be reunited	114	3%	860[2]	75.4	760
I want to visit Canada and need eTA	3,900	2%	<1	27.3	237
I want an IEC work permit	70	0%	36	10.1	57
I am a temporary resident in Canada and want to extend study permit, work permit or my stay in Canada	344	9%	87	16.9	172
I am an overseas refugee and I want to be resettled in Canada	35	8%	900	33.6	178
I'm a PR and want a PR Card, renew my PR Card or to return to Canada	385	8%	65	51.6	487
I am in Canada and I want to claim asylum	50	NM	<1	32.7	269
I am new to Canada and I want to access settlement services	458	8%	N/A	N/A[5]	323
I am a permanent resident and want to become a citizen of Canada	130	18%	270	27.3	756
I want proof of my Canadian citizenship	55	2%	90	2.8	81
I am a Citizen and want a new or renewed passport	5,100	-24%[4]	20	N/A[6]	150[7]

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IRCC Digital Lab
Citizenship Journey

Immigration Refugees
and Citizenship Canada

Immigration Réfugiés
et Citoyennete Canada

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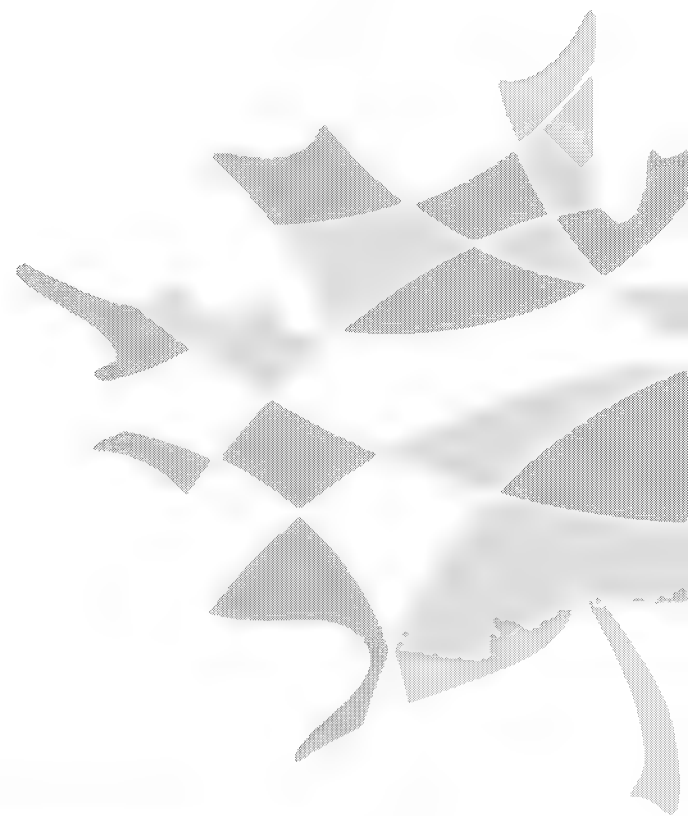
Recall: IRCC's Digital Labs work in cross-functional teams to reimagine an end-to-end client journey and deliver on our Transformational outcomes

Our IRCC Digital Labs…
An IRCC Digital Lab…

Take an end-to-end view of the client journey to fundamentally reimagine the experience:

A client journey is comprised of all activities between the start of the clients' experience and a defined final step (including both front-end experiences and back-end processing)

Define an MVP and subsequent product releases:

Ensuring each product is laser focussed on delivering on IRCC's defined Transformational outcomes

---

Build on the knowledge and work across IRCC

The Lab works with SMEs and stakeholders from across IRCC to build upon existing work and thinking that the department has already developed

Are driven by a fully dedicated, cross-functional, and co-located set of teams:

Teams are given the autonomy required to deliver a solution that fulfills client needs against a defined set of IRCC target outcomes within the context of the Transformation

---

Operate with enhanced speed and agility to deliver meaningful customer experiences:

Each team combines design thinking, Agile, cutting-edge development practices and the deep institutional knowledge and expertise of IRCC in a rapid test-learn-release cycle

2

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En établissant un parcours PMV et un plan d'action, la priorisation est établie sur trois critères de succès consistant avec les initiatives de Transformation plus larges.

À devenir le leader mondial en matière d'immigration pour maximiser les avantages de nos programmes auprès de nos clients autant qu'aux Canadiens

Pour devenir le leader mondial en affaires d'immigration, nous allons optimiser le processus de citoyenneté selon les critères suivants

Fournir une expérience client améliorée en réduisant les temps d'attentes et en établissant un processus clair et simple. Ceci réduira le processus d'application de bout en bout

Mener l'excellence opérationnel pour pour améliorer le parcours de nos employés, réduire les volumes et l'effort entretenu dans le traitement des dossiers et réduire les coût des applications pour réduire le déficit de fonds

Maintenir un standard d'intégrité de programme élevé et assurer que notre niveau de risque est maintenu ou amélioré

3

Through the efforts of 25+ SMEs from across IRCC, our collective efforts enabled us to baseline the end to end Citizenship journey

14 – 18 months   ...end to end felt client Citizenship journey[1]

It takes clients approximately

3 – 6 hours

to complete an application, even though IRCC knows or has most of the information already

&

The actual processing time of an application is

1.8 – 5.5 hours

Less than 0.1% of the end-to-end time of the Citizenship journey[2]

Our clients are asking for

Transparency

into the end-to-end journey and process, as this is one of most important decision and journeys of their life

---

98.76%   ...approval rate in FY19-20, up from 93.46% in FY16-17

However, there has been a drop in adherence to processing time commitment to clients

From 84% to 64%

(Feb 2019 – Feb 2020)

With

Average processing time increasing by

25%

From an average of 12 months in Feb 2019 to 15 months in Feb 2020

Significant opportunity to create a more

Seamless & Transparent

end-to-end process that makes processing staff and employees' jobs easier, and enables them to spend more time on the decisions that matter

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The Citizenship Digital Lab is in the Dream & Design phase, conducting collaborative ZBD and MVP workshops that engaged 75+ IRCC colleagues

Activity	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28

Baseline
May 19th

Dream and Design
ZBD   MVP Today

MVP Sprinting

Initial release
Oct/Nov
(if not sooner)

Current Phase
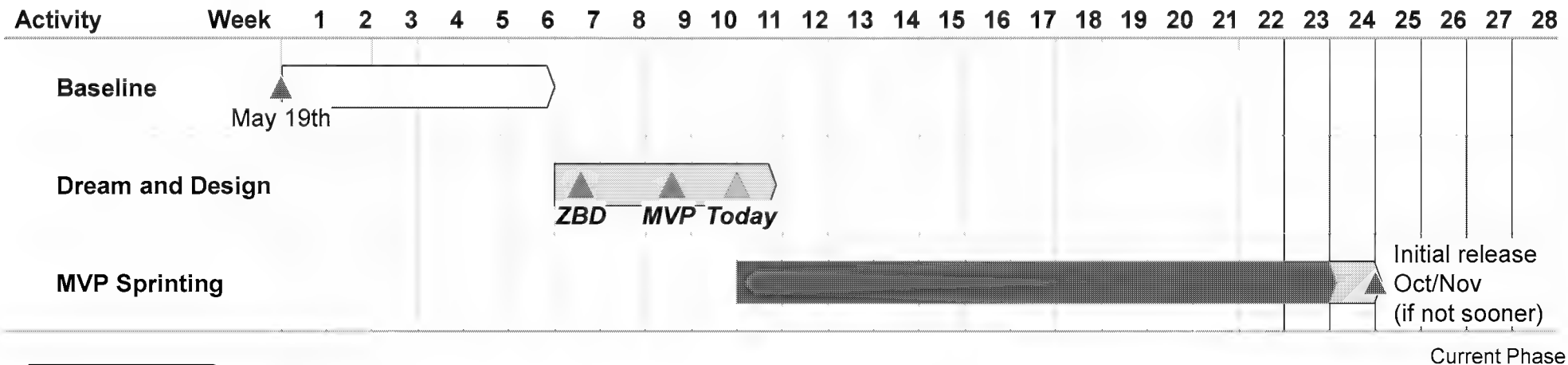
Select activities

Baselining

☑ Sponsor onboarding
☑ Build E2E baseline through collaborative approach
☑ Generative client/user research
☑ Identify and assess in-flight initiatives
☑ High-level sizing for priority features
☑ Start IT/technology diligence
☑ Prep for Zero Based Design

Dream and Design

☑ Zero Based Design workshop drawing expertise and innovation from across the department
☑ Minimum Viable Product Workshop – refining and prioritizing 40+ features for the end-to-end journey
☐ Preparing to sprint: finalize technology diligence, technology set-up, design wireframing, SME engagement
☐ Refining the MVP and 1 year roadmap
☐ Finalizing the team

5

Pendant que nous progressons de la phase de l'idéation à la phase de la définition du PMV et du plan d'action numérique plus large, nous sommes menés par certains principes

Appliquant une optique promouvant des bilans positives pour définir l'étendu et la priorisation des composants– en ligne avec les initiatives de Transformation plus larges

- Les trois bilans visés sont l'expérience client, l'excellence opérationnelle et l'intégrité de programme – La phase de la définition de l'étendu initiale et la phase d'élaboration et de livraison appliqueront cette optique de manière consistante pour livrer une valeur maximale

Bâtissant un parcours de bout en bout pour assurer une expérience optimisée et consistante pour les clients autant que pour les employés / agents

- Une approche bout en bout et un plan d'action assurent que le développement des fonctions numériques du parcours de la Citoyenneté livrent une expérience client et employé/agent consistante. Ceci permet de livrer une valeur maximale auprès des clients et de IRCC

Travaillant avec des experts en matières et des parties prenantes à travers de notre ministère pour mettre à jour et raffiner notre travail constamment

- Pendant la phase de l'établissement de la base de référence et la phase Rêver et Conceptualiser, nous avons collaboré avec plus de 75 collègues à travers le ministère pour intégrer et bâtir sur nos connaissances et expériences collectives
- Pendant que nous déterminons la définition de l'étendu du PMV initiale, le plan d'action plus large et l'élaboration continuelle, nous espérons poursuivre ces partenariats de manière assidue et consistante à travers l'organisation pour continuellement aiguiser notre emphase sur la création de valeur et livrer les fonctions avec le plus d'impact

6

Delivering together: As we finalize our scope and begin to sprint (build), we need your support and collaboration to bring this reimagined journey to life

Vision: MVP and roadmap

This is an emerging perspective of our MVP and one-year roadmap that will continue to be refined

Impact at stake will be captured once product is built and rolled out

- We will start with a targeted pilot and scale appropriately, per best practices in software development

We have made the initial design choice to lead with client-oriented features for MVP to lay the foundation for a reimagined end-to-end journey

- Agent-oriented features will quickly follow and connect digital intake with the agent processing flow

Delivering on the vision together will require partnership from across IRCC

MVP and roadmap delivery require the continued support, collaboration and SMEs from IRCC

- This is our journey to reimagine and build together

- There are specific resources required for delivery; we will outline these as we confirm final scope

Some of the features in the Citizenship roadmap will require support from various IRCC stakeholders

- Policy, Operations, and Finance will be critical partners to delivering our product

  - E.g., Information sharing between Immigration and Citizenship

  -

  - E.g., Integration of the work being done outside the Digital Labs on electronic testing and virtual ceremonies

- A regular working cadence will be necessary to enabling and delivering specific features of this vision

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DRAFT

Our emerging MVP and one-year roadmap will create substantial value for our clients, agents / employees, and IRCC

MVP – 12 months

MVP build and Pilot (12 sprints)

Constant delivery of new features post MVP release
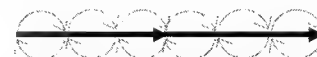
Creating simplicity and transparency for clients through a seamless digital application process

Improving the agent experience by linking digital intake with processing flow and automating non-risk processing activities; increasing throughput for events including seamless scheduling and digitization

- **Intuitive & dynamic digital application[1] with field validations** and contextual assistance – creating a user-friendly application that reduces return rates

- **Save and return functionality** allowing clients to resume incomplete applications – reducing client frustration and increasing ease of use

- **Digital upload of supporting documents and proof of payment** to allow for electronic submission

- **Confirmation of application submission** and acceptance – creating transparency for clients in the application process

- **Agent processing tool that automates non-risk related activities** – increasing agent and support staff productivity. Features include,
  - Document management system: Client documents are classified and stored in one platform so that relevant materials can be quickly retrieved during processing
  - Digital triage: Applications are automatically triaged by level of risk
  - Decision support tool: Key application information is presented in a streamlined and simplified fashion to agents for ease of decision-making

- **Electronic archiving** of digital intake applications – reducing physical transfers

- **Digital status updates for clients** – enhancing transparency throughout the process

- **Intuitive physical presence calculator** – streamlining client application phase

- Integrate in-flight initiatives[2] that digitize events – reducing physical capacity constraints and increasing throughput:
  - **Electronic testing** (driven by CPPB and DN)
  - **Virtual ceremonies** (driven by CPPB and DN)

Building upon the year-one roadmap, the Citizenship DJL will continue to build new functionality aligned with the North Star journey. These features, such as e-scheduler, will be prioritised based on impact and feasibility, forming the DJL's product backlog which will be pulled forward as early as possible.

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Nous avons apprêté l'impact pour nos clients, nos agents et IRCC pour appuyer la priorisation de notre PMV et notre plan d'action. De plus, nous continuerons à travailler avec des experts en matières à travers IRCC pour raffiner notre portée et nos estimations de taille
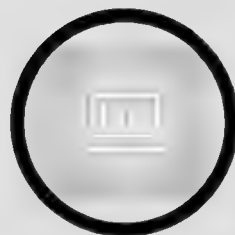
Approche

Classé les idées générées durant l'atelier de conceptualisation à base zéro, en élaborant des estimations d'impact descendantes fondées sur de multiples séances de travail avec les PME
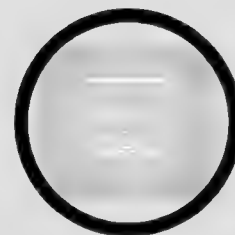
Intervenants

Travaillé avec des partenaires à travers de IRCC pour informer notre schéma de valeur en notant que la réalisation d'un impact complet dépend de dépendances et notant que la pleine réalisation de l'impact dépend des dépendances et évoluera en fonction des réalités du Covid-19 et de la reprise des activités
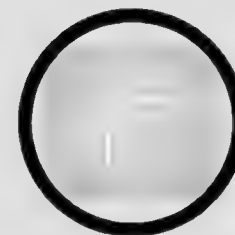
Objectif

L'apprêtement informera la priorisation des composants. Cependant, ceci n'est pas une évaluation finale des opportunités du programme

9

Driving transformational outcomes: the Digital Lab is keenly focussed on building the features and functionality that drive the greatest value for IRCC and its clients

DRAFT

Outcome orientation	Impact lever	**From** Current state[3]	**To** (at full run rate) MVP[4]	1 year roadmap[4]	Other benefits
Client Experience	Client-felt E2E duration[1]	14 – 18 months	**~25 – 30%** reduction	**~50 – 65%** reduction	Simpler onboarding process that supports clients with enhanced **transparency** throughout process
Operational Excellence	Productivity (active processing time)	107 – 330 min	**~10%** reduction in IRCC processing time (weighted average)	**~45 – 55%** reduction in IRCC processing time (weighted average)	Streamlined information expedites simple tasks to **allow agents to focus on risk-related decisions**
	Operational efficiency	253K	**~10%** increase in annual application processing capacity	**~25 – 30%** increase in annual application processing capacity	**Increased annual capacity at the same cost base** as savings accrued reinvested into operations
	Cost base[2]	$45.9M	**~$2M** annual run rate savings (**~$10M** over 5 year time horizon)	**~$8 – 10M** annual run rate savings (**~$40 – 50M** over 5 year time horizon)	Savings can be **re-invested into operations**
Program integrity	Approval rate	98.76%	Maintained	Maintained	Program integrity **maintained** while increasing agent efficiency

Impact estimates will continue to be refined in partnership with SMEs to form the basis of the business case. Initial estimates represent ideal state product functionality, full run rate impact and do not account for dependencies. These estimates may be further impacted by CV-19 and the resumption of operations.

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The MVP features and value sizing by key component

Primary feature	Value drivers	Client E2E duration reduction, weeks	Active processing time reduction, mins	IRCC efficiency impact, $M	Program integrity impact
Digital application submission	▪ Reduces duration between submission and receipt (e.g., postage, mailroom) ▪ Reduces agent time spent on data entry, application promotion, and return rate	14-17	14-18	1.4-1.7	▪ Maintained
Save and return to application	▪ Reduces client time spent on restarting incomplete applications ▪ Alleviates key client pain point	1	N/A	N/A	▪ Maintained
Digital file upload for supporting documentation	▪ Reduces time spent physically managing documents ▪ Eliminates document printing, postage, and storage costs	0	2-3	0.2	▪ Maintained
Online payment and proof of payment attachment	▪ N/A	N/A	N/A	N/A	▪ Maintained
Confirmation of application submission and acceptance	▪ Reduces CSC enquiries and agent touch time to send confirmations ▪ Improves transparency for clients	3	1	0.2-0.3	▪ Maintained
		18-21	17-22	1.8-2.2	
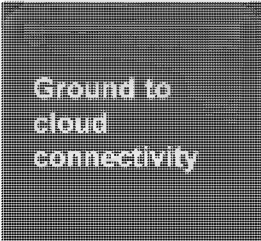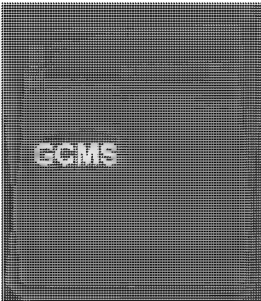
Impact estimates will continue to be refined in partnership with SMEs to form the basis of the business case. Initial estimates represent **ideal state product functionality**, full run rate impact, and do not account for dependencies. These estimates may be further impacted by CV-19 and the resumption of operations.

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The one-year roadmap and value sizing by key component

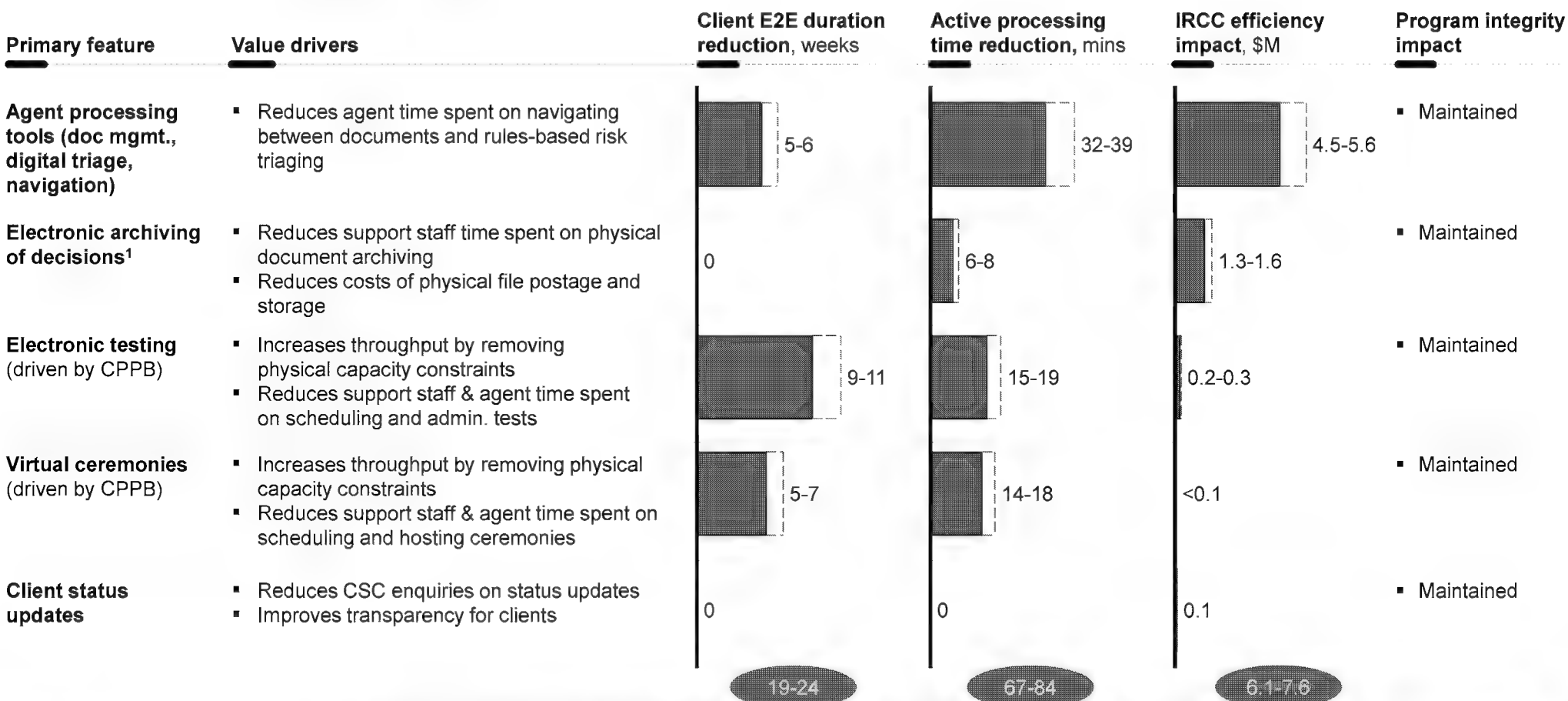| Primary feature	Value drivers	Client E2E duration reduction, weeks	Active processing time reduction, mins	IRCC efficiency impact, $M	Program integrity impact
Agent processing tools (doc mgmt., digital triage, navigation)	▪ Reduces agent time spent on navigating between documents and rules-based risk triaging	5-6	32-39	4.5-5.6	▪ Maintained
Electronic archiving of decisions[1]	▪ Reduces support staff time spent on physical document archiving ▪ Reduces costs of physical file postage and storage	0	6-8	1.3-1.6	▪ Maintained
Electronic testing (driven by CPPB)	▪ Increases throughput by removing physical capacity constraints ▪ Reduces support staff & agent time spent on scheduling and admin. tests	9-11	15-19	0.2-0.3	▪ Maintained
Virtual ceremonies (driven by CPPB)	▪ Increases throughput by removing physical capacity constraints ▪ Reduces support staff & agent time spent on scheduling and hosting ceremonies	5-7	14-18	<0.1	▪ Maintained
Client status updates	▪ Reduces CSC enquiries on status updates ▪ Improves transparency for clients	0	0	0.1	▪ Maintained
		19-24	67-84	6.1-7.6	

Impact estimates will continue to be refined in partnership with SMEs to form the basis of the business case. Initial estimates represent **ideal state product functionality**, full run rate impact, and do not account for dependencies. These estimates may be further impacted by CV-19 and the resumption of operations

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Key technical dependencies to deliver MVP and 1-year roadmap

Core technical dependencies	Current state	Required to build MVP	Post MVP, longer term considerations
Ground to cloud connectivity	• Long and extensive intake process increase time to market • Awaiting GoC comprehensive connectivity solution including governance and process	• Use existing GoC TIP connection at IRCC given amount of CIT applications is small or use PGP approach to pull data in batch mode on a daily basis	• Well defined turnkey process • Standard connectivity playbook and governance to enable automation and monitoring for reducing effort and reliability
Unify ground to cloud identity provider	• Disconnected ground identity provider to Cloud can only provide limited client experience (e.g., silo apply apps)	• Using AWS Cognito User Pool and Identity Provider to manage applicant for save and comeback	• Having a ground to cloud-connected identity provider enables a more profound and more holistic journey experience (e.g., TR, PR to Citizenship)
GCMS	• Lacks modern standardized connectivity, reduces the ability to scale and leverage core data to develop innovative services • More and more features are built into it creating a single point of failure	• Use robot process automation (RPA) to enter client application into GCMS and supporting documents into GCDoc • Leverage 2D barcode to reduce RPA steps but contingent on the timing of 2D barcode release	• Upgrade to the latest version to standardize connectivity to develop value-added services around the core systems • Create decoupled systems to provide faster development and more resilient operational profile

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Key policy dependencies to deliver MVP and 1-year roadmap

Core Policy dependencies	Current state	Required to build MVP	Post MVP, longer term considerations
E-application	Administration of electronic applications (i.e. the ability to submit documents or applications electronically), where the use of electronic applications is <u>voluntary</u>	• Regulatory changes to mandate the use of electronic applications instead of paper based applications	
Electronic e-payment	• <u>Voluntary</u> electronic fee payment (currently most applicants voluntarily pay citizenship fees online)	• N/A. • The MVP clients to submit proof of payment as part of their accompanying documents & • Payment to be manually processed by CN	
Automation	• N/A	• TBD	
Biometrics&Info Sharing	• N/A	• TBD	

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DRAFT

Delivering a reimagined Citizenship Journey requires targeted support from SMEs for priority features to enable accelerated delivery

Feature & functionality	Core dependencies & constraints	SME support	Time per week
Digital application • Clients can submit forms online, with support from smart validation of fields and contextual assistance	• Integration with GCMS (flavours of RPA/2D Barcode) • Integration with broader IRCC infrastructure / client-facing website (e.g., myIRCC) • Presence calculator integration to the application	• Sean Vanderpost (GCMS) • RPA expert from Omar • Hussein Vastani (Cloud) • Paul Faucher's team (Ops) • Ryan McIntyre (CN) • Jimmy Haj-Hussein (DN) • Anna Lillicrap (Legal) • Marc-Andre Roy (Policy)	• 0.5 hrs • 3.5 hrs • 0.5 hrs • 0.5 hrs • 0.5 hrs • 0.5 hrs • 0.5 hrs • 0.5 hrs
Save and return • Clients can save as draft and return to application at a time of their choosing	• Security & policy considerations • Retention policy for saved applications	• Trevor Dowsett	• 1 hr
Payment • Client can pay and include proof of payment with application	• Leverage Government of Canada digital payment services and understand options	• Ken Davis (Tech) • Finance (TBC)	• 1 hr
Electronic signature • Client can sign the electronic form attesting to their Citizenship application	• Seek existing electronic signature technology in IRCC • Policy and compliance of requirements	• Ken Davis (Tech) • Richard Gallow • Genevieve Messier	• 1 hr
Agent processing tool • Agents have one tool to navigate all sections of the application, supported by automated triage	• Container selection (SaaS or custom build) to host CIT tools and deployment options • Security integration with on-prem Active Directory	• Paul Faucher's team (Ops) • Anna Lillicrap (Legal) • Marc-Andre Roy (Policy) • Jimmy Hajj-Hussein (DN) • R. McIntyre/ S. Fong (CN)	• 1 hrs • 0.5 hrs • 0.5 hrs
Electronic archiving • Electronic files are archived for storage before being digitally shared with LAC	• Storage platform • Data package to archive	• Paul Faucher's team (Ops) • Ryan McIntyre (CN)	• 3 hrs

Outside of targeted support from SMEs, the Citizenship Digital Lab will require broader organizational support to deliver, e.g.,

- Engagement from Networks to build a flow that can simultaneously test the end-to-end solution and process paper applications

- Policy innovation and changes to support the roll-out of envisioned features

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IRCC Integrated Lean Transformation update: Citizenship

Lean Kaizen Events (Rapid Improvement Projects) planning update

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Integrated Lean Transformation is in the Planning Kaizen Projects phase, completing a prioritization of the areas for improvement and executing lean leaders boot camps

| Activity | Week | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 |

Joint Baseline
(4-6 weeks)

Planning Kaizen Projects
(12 weeks)

Project Selection and Engagement

Today

Virtual Kaizens
(4-6 week events)

Kaizen 1

Kaizen 2

Kaizen 3
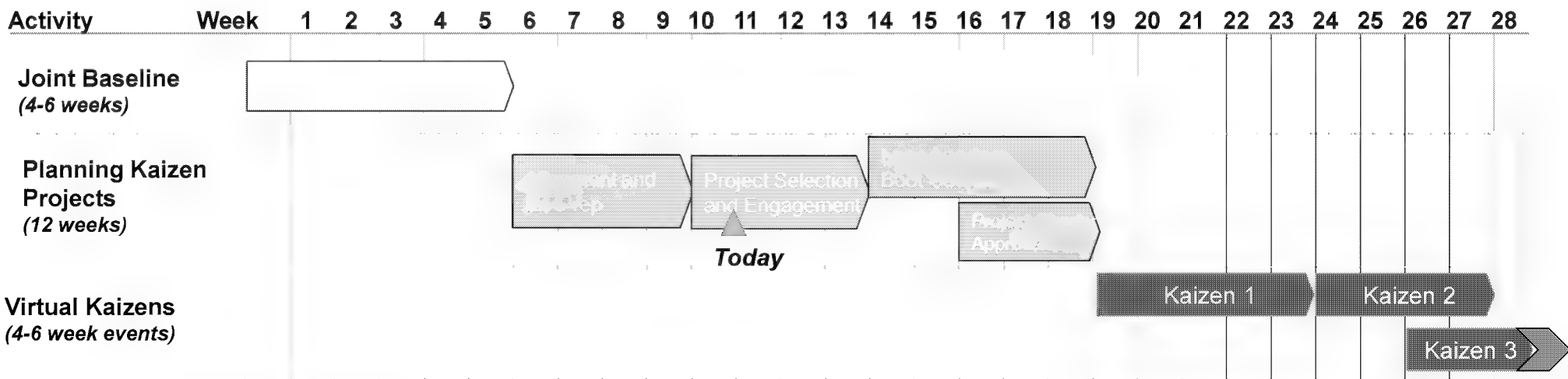
Activities

Joint Baselining

☑ Build end-to-end process map for adult routine and complex citizenship grant cases

☑ Identify key metrics for data collection

☑ Collect and consolidate voice of the customer data

☑ Create a list of high level areas for potential rapid improvement (kaizen projects)

Planning and Preparation

☑ Internal alignment and ILT preparations

☑ Engagement with DJL/SMEs on list of areas for potential rapid improvement

☑ Initial prioritization and selection of improvement areas against selection framework for further discussion at lean leaders boot camps

☑ Prep for Lean leaders boot camp

☐ conduct lean leaders boot camps

☐ Validate kaizen project charters and obtain approval

Current Phase

Kaizen project 4 to follow

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APPENDIX

Page 58

is withheld pursuant to sections

est retenue en vertu des articles

21(1)(b), 16(1)(c)

of the Access to Information Act

de la Loi sur l'acces a l'information

Citizenship Digital Journey Lab

Zero Based Design Workshop Synthesis

Discussion document

This document is for the internal use of The Department of Immigration, Refugees and Citizenship Canada (IRCC) and should not be disclosed in whole or in part outside of IRCC.

Canada

s.19(1)

La Communauté des pratiques numériques de citoyenneté a tenu un atelier sur la conception 15 à 20 juin.

55+ — **Participants de diverses organisations à l'échelle d'IRCC**

6 — **Heures consacrées à la recherche d'idées et à la création**

250+ — **Idées générées par nos collègues d'IRCC**

89 % — **Participants plus enthousiastes quant à l'avenir de la citoyenneté**

« C'était formidable de sortir des sentiers battus et d'être en mesure de rêver à l'avenir possible du parcours vers la citoyenneté. »

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Our collaborative ideation unearthed several themes

**Key
themes**

3
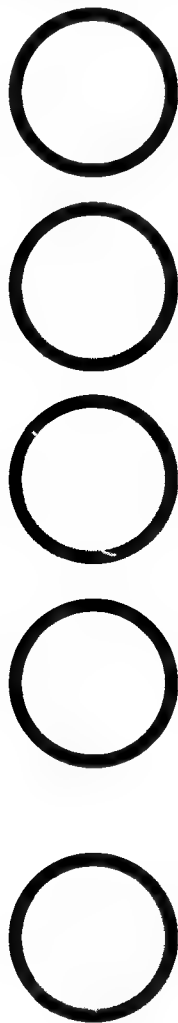
Nous nous sommes inspirés d'espaces adjacents…

Modèles en matière d'expériences des clients et de thèmes exemplaires

De réactivité à proactivité	Gestion du déroulement du travail, sans gestion	Le soutien prend plusieurs formes	Humain + IA > humain ou IA	Ne me posez pas la même question deux fois – encore mieux, ne me posez pas la question du tout	De « vous pouvez présenter une demande » à « vous devriez présenter une demande »!

Le processus « sans demande » des établissements d'enseignement postsecondaires de l'Idaho permet l'admission automatique des étudiants qui remplissent les critères de référence en matière de MPC et de SAT.	La plateforme de gestion du déroulement du travail de Monday tire parti d'environnements personnalisés souples qui assurent automatiquement un suivi du travail et des tâches en suspens.	Duolingo aide les gens à apprendre une langue, en tirant parti d'une aide contextuelle intelligente et de la ludification pour rendre l'expérience sans douleur et favorable.	Le système de recommandation de ElementAI tire des leçons de décisions antérieures et génère des observations profondes qui permettent d'orienter et d'aider le processus décisionnel en optimisant le déroulement du travail.	Aviva Insurance s'inspire d'une vaste gamme de sources de données tirées de sources publiques pour orienter sa tarification, ce qui permet à l'entreprise de fournir des devis à l'aide de quatre ou cinq questions seulement.	L'Estonie considère l'obtention de la citoyenneté comme une raison attrayante de vivre, de travailler et de lancer une entreprise en Estonie plutôt qu'un processus rempli d'embûches.
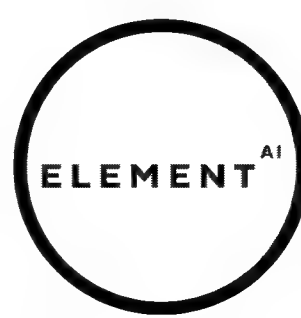
4

Select quotes from IRCC colleagues

"Could there be a seamless transition between related journeys like Permanent Residency, Citizenship, and Passport"

"How do we stay engaged with clients after their ceremony and learn from their experience?"

"How do we move from reactive to proactive?"

"Could we make this journey instant for clients if we already know everything about them?"

"We need to take a whole of Canada approach to serving our clients"

Pendant deux jours, les groupes de discussion ont généré plus de 250 idées.

Modèle de tableau d'idées des groupes de discussion interfonctionnelle sur la CPZ
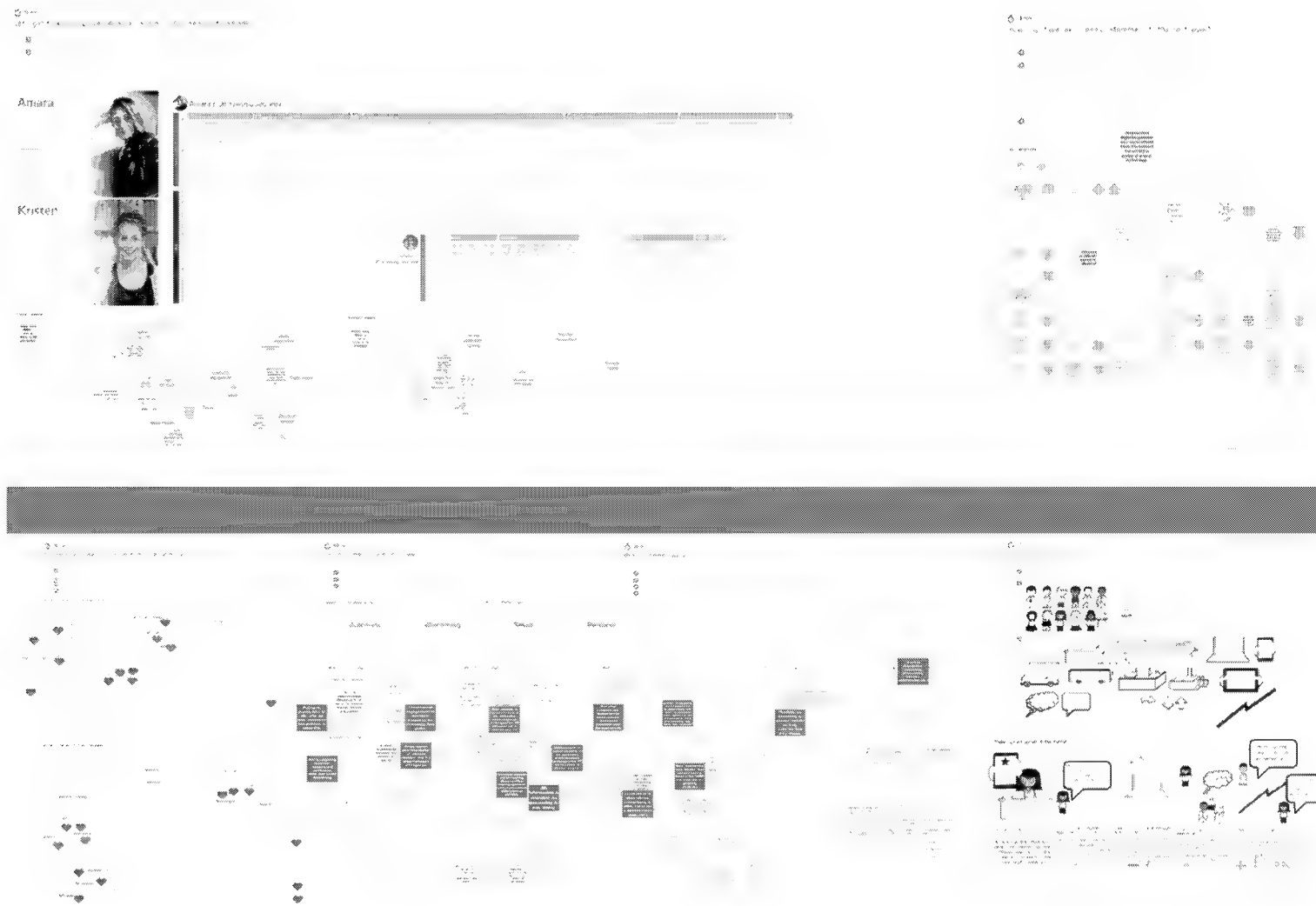
Teams shared re-imagined journeys to generate excitement around the transformation

Sample participant-generated storyboard from ZBD workshop

Sample group: Amara's path to Canadian citizenship

Amara gets a notification that she is "PR(e)-approved" and on the path to citizenship with some helpful materials	**Amara is notified when she meets Citizenship requirements and just needs to confirm/ validate that a pre-populated application is correct**	**Amara re-scans her diploma when she receives a notification that the resolution was too low; the application is then processed in the next 2 days**	**The ceremony is a community celebration that accommodates her husband's needs. They receive their Canadian passports at the ceremony**	**Amara is sent a congratulatory message and asked if she would like to help improve the process. One year later, she is invited to share her story with others**

7

L'extrant de la CPZ orientera la conception du PMV de la citoyenneté

Aujourd'hui

Situation actuelle — Améliorations progressives — **Premier PMV** — **Situation idéale à venir de la conception à partir de zéro**
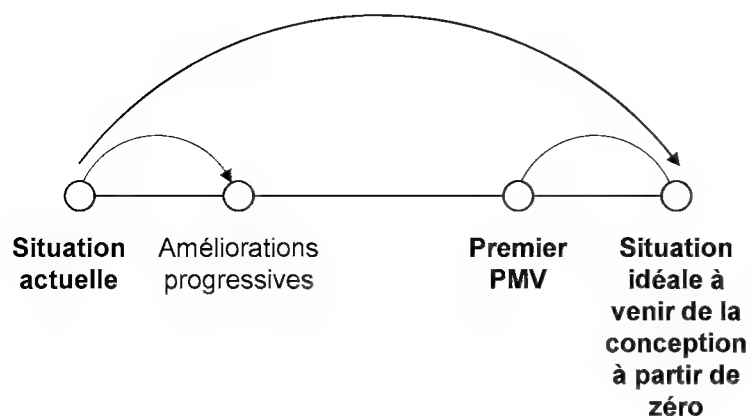
Nous nous servirons des parcours de la situation à venir créés aujourd'hui, afin de les peaufiner et de les regrouper pour créer le parcours de la situation à venir (aussi appelé le parcours Étoile du Nord).
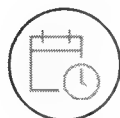
Semaine prochaine
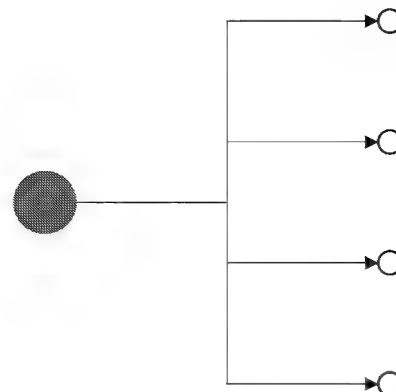
Nous diviserons le parcours Étoile du Nord en un ensemble complet de caractéristique, de services et de solutions.
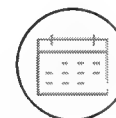
Quelques semaines plus tard

Arriéré du PMV

Incidence
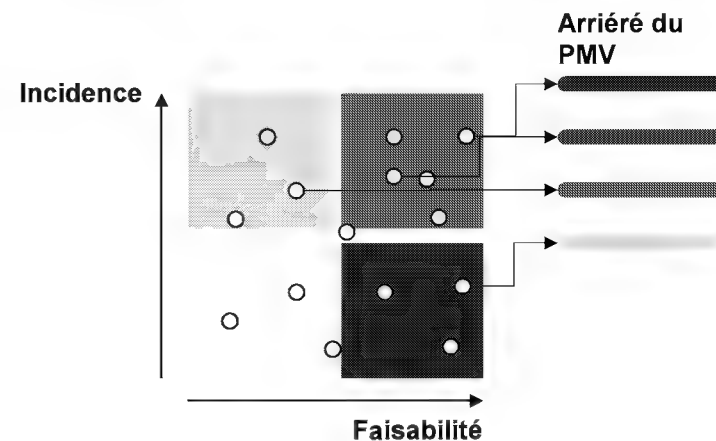
Faisabilité

Durant le prochain atelier, nous établirons l'ordre de priorité des caractéristiques selon leur incidence sur les clients et leur faisabilité en vue de créer le produit minimal viable (PMV). Ce processus permettra d'accorder la priorité aux caractéristiques pour les harmoniser à la première version du parcours Étoile du Nord de bout en bout, que nous pourrons publier et mettre à l'essai rapidement.

8

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Citizenship Digital Lab

MVP Workshop Synthesis

July 27th 2020

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Canadä

s.19(1)

The Citizenship Digital Lab held its first MVP workshop July 22nd – 23rd

50+ Participants from across IRCC

6 Hours dedicated to reimagining the future of the client and agent Citizenship journey

10 Signature features selected to inform MVP scope and preliminary product roadmap

>80% Participants more confident in MVP feasibility after feature prioritization and selection

I was tearing up towards the end of the session seeing the fantastic collaboration. I'm beyond excited to see this come to life.

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Après l'atelier, les participants étaient optimistes quant à la voie à suivre pour repenser la citoyenneté… *ensemble!*

Optimiste Excité
Inspiré But Excellent!
Énergisé Super
Encouragé Excité
Motivé
Innovateur Stimulé
Excité Audacieux Motivé
Excellent! Stimulée
Excité Excité
Encouragée Excité
Excité
Optimiste Réjoui Prometteur Déterminé
Rock and roll
Excité

3

000069

We had two goals for the MVP workshop…

…underpinned by three key outcomes that we want to drive

1

**Aligning on the impact
and feasibility of
40+ features
from the ZBD
workshop**

2

**Prioritizing an
initial set of
features and
defining an
initial scope for
an ambitious
MVP**

4

Les groupes de discussion ont accordé la priorité à plus de 40 caractéristiques en fonction de leur impact favorable sur les clients et le personnel chargé du traitement et de leur faisabilité technique

Exemple d'évaluation des caractéristiques tirée du tableau de bord mural

Matrice d'établissement de priorités

Établie grâce à une évaluation collaborative par plus de 50 collègues d'IRCC

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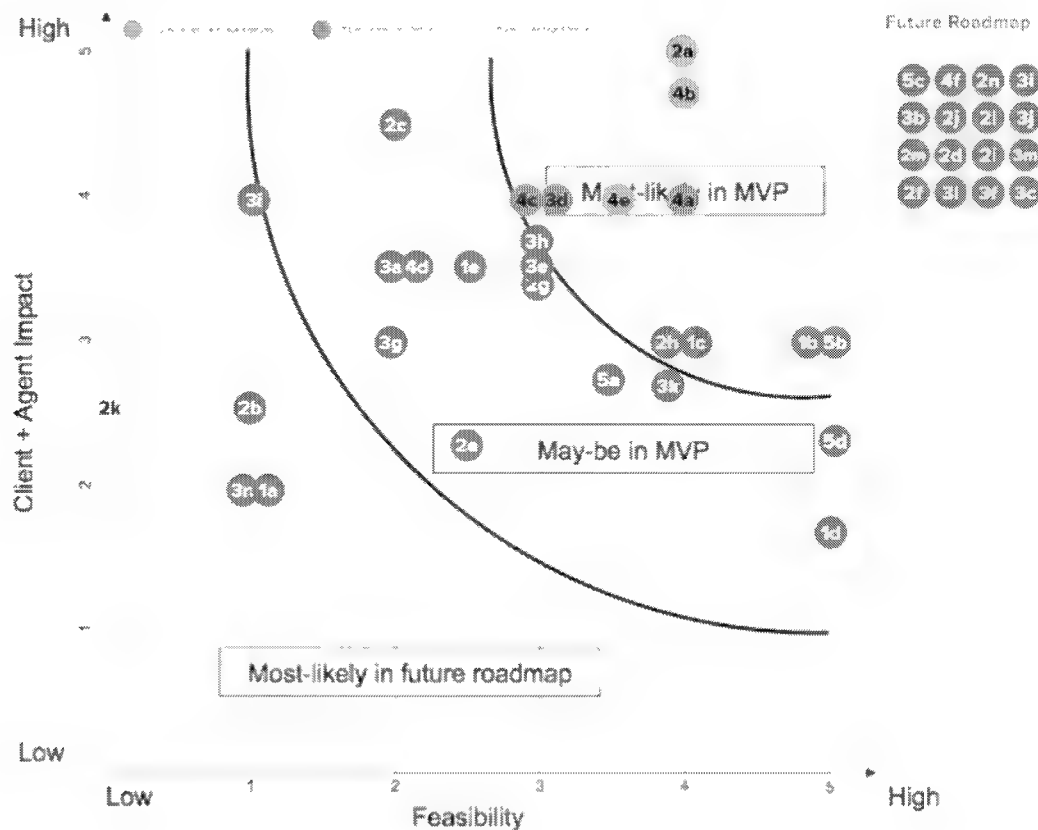
The two-day workshop enabled rich cross-functional discussions

Select themes discussed

Simplify the end-to-end process: Where appropriate, build a digital foundation from application to post-processing to improve the client and agent experience
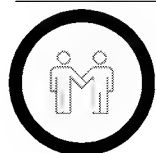
Increase transparency: Support clients and agents by providing tools that improve awareness and share regular application status/processing stage updates

Enable agent focus: Automate non-risk related tasks to help agents focus on the decisions that matter – making processing easier while improving program integrity

Streamline information: Build processing tools that readily provide agents with necessary information to expedite file review

Perspectives shared

"Things would be easier if documents weren't physical; processes would be faster and more organized virtually"

– CN colleague

"Clients want to know that their application has been received and what's coming up next; we need to show that we are making progress"

– IRCC Design colleague

"A lot of time is spent answering basic questions and doing administrative tasks; automation would allow agents to focus on program integrity"

– DN colleague

"It would be transformative for agents to have a tool where they can see key information in one place; this would speed up their decision-making"

– Finance colleague

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We are all part of this journey: Continuous collaboration with colleagues from across IRCC as we bring the MVP to life

MVP workshop

Impact / Feasibility / MVP Backlog
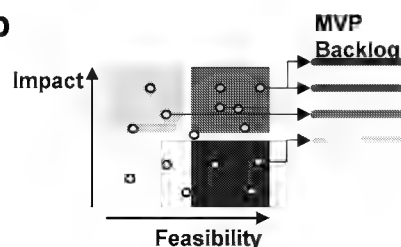
In the MVP workshop, we prioritized features by user impact and feasibility. We will use this prioritization to align on a **first release version of the North Star end-to-end journey**.

Next Few Weeks
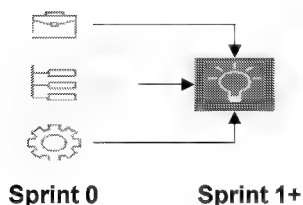
Sprint 0   Sprint 1+

During Sprint 0, we will further **refine the scope** of the Citizenship lab's first product release, including **further diligence of technical feasibility** and **organizational impact**.

Next Few Months

MVP Development
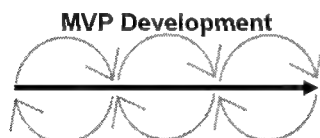
Looking ahead, we will **deliver the MVP through iterative sprints** that allow us to learn quickly and adapt our approach through **continuous feedback** from our stakeholders.

How you can stay involved to help shape our efforts as one IRCC team!

Sprint demos

Sharing new functionality on a weekly basis to create a fun and open forum for feedback and ensure that we bring the best of IRCC to our solution. Give the Digital Lab team feedback weekly and help us make this reimagined journey amazing!

Ongoing SME Engagement

Collaboration with SMEs when product development impacts their domain expertise to ensure that our product best serves agents and clients.

Deep-dives with end users (e.g., agents)

Targeted UI and UX research with end users to ensure products serve the needs of their primary users and deliver value through productivity enhancements.

7

TRV MVP and Chinook Update

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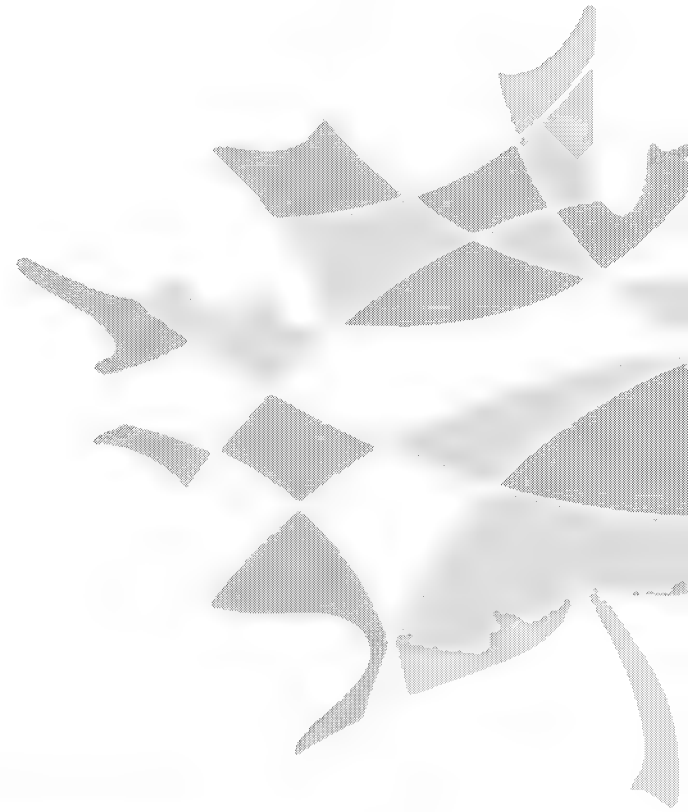
Mise à jour VRT PMV

Le 20 juillet, le laboratoire de processus VRT a déployé avec succes l'application recherche et demande ou, « l'application électronique RT pour un visa adulte touristique unique », Produit minimum viable (PMV)

Objectif : améliorer l'expérience client à mesure que les clients déterminent le type de visa dont ils ont besoin pour présenter et soumettre une demande.

Amélioration de l'expérience client

Réduction des demandes RT non admissibles

Amélioration de l'intégrité des données

Plate-forme cloud flexible

Résultats à partir du 6 août 2020:

- **166 Utilisateurs** ont accédé au formulaire Appliquer PMV, depuis le 20 juillet 2020.

- **46 % des utilisateurs** qui ont rempli le formulaire d'application pmv, ont reçu leurs PDF et un code de référence (utilisé pour contourner les questions C2C).

- **7 demandes** ont été soumises au SMGC.

Prochaines étapes:
- Continuer la surveillance des données et l'iteration
- Lancement d'un nouvel outil de conception « découvrez si vous avez besoin d'un visa » mi-août

2

TRV Apply and Seek End to End Flow: From Find out tool to Apply MVP form

SEEK

Find out if you need a visa (4,502 unique views) | Visa Overview | Interstitial | Seek to Apply

APPLY

Apply Instructions | Apply MVP

Confirmation Screen + PDF file

Email + Reference Code with instructions

PROCESS

Enterprise Data Warehouse Chinook Daily pull

Officer review of application in Chinook+

Decision Entry via GCMS Chinook Tab

CHINOOK+

GCMS CHINOOK TAB

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Chinook Update

Recall, Chinook is a Tool designed and used by officers to facilitate processing. It is now integrated into IRCC's Global Case Management System (GCMS).

Before: 3 Chinook Projects led by various teams

1. **International Network-led: Chinook 1.0**
   - Developing a dynamic 6-module "Chinook 1.0" tool

2. **Digital Journey Lab: Chinook + and GCMS Tab**
   - Temporary Resident Visa, Study permits, Work permits and Extensions
   - Shows detailed biometrics data
   - Allows officers to now fully automate the administrative tasks associated with finalizing an application

3. **Projects Branch – Chinook 2.0**
   - Leading the initiative to explore options for maintenance as well as replatforming of the Chinook 1.0 tool out of Excel.

Now: Digital Journey Lab

After consultation at July 22 Core DG Forum, **all** responsibilities for Chinook projects will fall under the Digital Journey Lab, including:
- Ongoing Maintenance
- Stabilization and Re-Platforming

> **Goal**: to create a steadier and more predictable tool that can operate consistently in all offices, regardless of network type/bandwidth, while also ensuring data security and integrity.

4

ILT: Phase 2 Timing & Alignment

For Approval

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Purpose

1. Souligner les impactes de la COVID-19 sur le lancement de la deuxième Vague Lean Citoyenneté

2. Considérer les avantages de repousser le lancement de la phase 2 à la prochaine année fiscale

3. Discuter les prochaines étapes

2

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COVID-19 impacts on Citizenship Lean Wave Project and Current Status

In order to respond to the current situation, ILT has adapted its service delivery model to deliver the Citizenship Lean Wave in a **two phased approach**. Phase 1 will focus on **rapid improvement** projects (Kaizen events) targeting key pain points throughout the citizenship line of business (virtual) while Phase 2 will focus on an **on-site review at CPC-Sydney**.

ILT is currently executing Phase 1 of the Citizenship Lean Wave – Rapid Improvements. After completing the joint baseline alongside the Digital Journey Lab, ILT has launched the planning stage of the Citizenship Lean Wave project and will soon begin launching the Kaizen events.

Citizenship Lean Wave Phase 1 and 2 Roadmap approved by Senior Management

Phase 1: Rapid Improvement Project

Phase 2: Sydney Lean Wave

2020
Phase 1: Rapid Improvement Projects
Joint baseline w/DJL 4-6 weeks
Planning Kaizen events 4 weeks
Virtual Kaizen events 4-6 week events

We are here

2021
Phase 2: Sydney Lean Wave
Pre-launch 2 weeks
Planning and Engagement 4 weeks
Diagnostic, Design, Deploy 20+ Weeks

3

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Benefits of Deferring Phase 2 to Fiscal Year 2021

COVID-19 pandemic has resulted in impacts to departmental operations that pose a significant risk to the Citizenship Lean Wave project Phase 2, including ILT's ability to travel, work arrangements and business resumption planning for staff at the site. In response, ILT is proposing deferring the launch Phase 2 of the Citizenship Lean Wave project to fiscal year 2021.

Delaying the Launch of Phase 2 to next fiscal year will enable <u>Transformation</u> to…

➢ Dedicate more resources to plan and deliver Phase 1 of the Citizenship Lean Wave

➢ Establish a well-defined model for the Centre of Excellence

➢ Revise Transformation roadmap to align with business resumption outcomes

➢ Assess new IT and logistic needs for Lean wave delivery model to fit "new normal"

➢ Create backup plan in case of virus resurgence

Delaying the Launch of Phase 2 to next fiscal year will enable <u>Operations</u> to…

➢ Fully adjust to the new operational environment following the COVID-19 business resumption measures

➢ Manage probably intake surge before resuming non-priority services

➢ Promote organizational health

➢ Mitigate change fatigue

➢ Ensure the safety and health of all staff

4

Prochaines étapes

1   Demander l'approbation du CDT pour reporter la phase 2 de la Vague Lean Citoyenneté à l'exercice 2021

----

2   Poursuivre la planification et l'exécution de la phase 1 de la Vague Lean Citoyenneté et établir le Centre d'excellence Lean

----

3   Continuer de surveiller l'impact de la pandémie de COVID-19 sur les échéanciers du projet Vague Lean Citoyenneté

5

IRCC DIGITAL PLATFORM MODERNIZATION

Presentation to the Transformation
Steering Committee

August 2020

Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

OUR OBJECTIVE:

- To provide the Transformation Steering Committee with an update on the way forward for IRCC's Digital Platform Modernization initiative.

- This path forward allows IRCC to complete the planning phase of the Digital Platform Renewal as well as execute the critical standardization and stabilization activities required to de-risk our legacy technology and to position IRCC to accelerate our Digital Transformation and respond to an ambitious Government of Canada agenda.

2

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NOUS TRANSFORMONS NOTRE FAÇON DE TRAVAILLER

Vision de la
Transformation

"Devenir le chef de file mondial

en matière de migration en

optimisant les avantages de nos

programmes tant pour les clients

que pour les Canadiens."

Les 3 objectifs de la transformation
La transformation visera les résultats suivants :
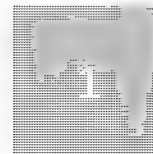
Améliorer l'expérience du client en réduisant les temps d'attente et en générant des processus plus simples et plus clairs
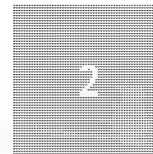
Favoriser **l'excellence opérationnelle** pour traiter les demandes plus rapidement tout en maintenant les coûts et en améliorant l'expérience de nos employés

Maintenir un niveau élevé d'**intégrité des programmes**

3

DPM IS CRITICAL FOR OUR TRANSFORMATION

Transformation Levers

- IRCC Transformation strategy was developed across five (5) levers

- Reality of COVID has forced us to accelerate our digital levers – one of those levers is DPM

- Ability to respond to Government of Canada ambitious agenda

Digital Journey Labs
Fulfill client needs and re-design a digital program delivery model in an agile, iterative and cross-functional environment.

Change Management
Build upon current organizational strengths and engage employees in embracing the mindsets and behaviours required for transformation.

Digital Platform Modernization:
De-risk existing foundational technology and transition to an enterprise-wide digital platform.

Digital Workplace Enablement
Adopt tools, lean processes, and management systems to optimize operations and enable a digital working environment.

Digital Industry Partnership
Leveraging industry innovation and solutions to accelerate Digital.

4

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DPM PROGRAMME includes a THREE PHASED APPROACH

| FY 20/21 | FY 21/22 | FY 22/23 | FY 23/24 | FY 24/25 |

Enhance

Stabilize

Standardize

Enhance

- GCMS Stabilization
- Data Centre Migration and Disaster Recovery

- Technical Debt Reduction
- Integration Platform
- Cloud Adoption & Enterprise Cloud Connectivity
- Business Process Optimization

- Focus is on transforming IRCC Programs to a new Digital Platform **(currently unfunded)**

IRCC has received $93.4M initial funding approval for stabilize and standardize phases

➤ The phased approach ensures IRCC has stabilized and standardized its foundational legacy environment as a basis for transformation. This approach will prepare IRCC for an investment for the enhance phase to support IRCC's and the GoC's enterprise approach to providing digital services.

5

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COVID's impact has raised the imperative to accelerate DPM

- COVID has significantly impacted IRCC's operation, providing challenges around our ability to operate at full capacity. As a result, it has created backlogs & delays in providing services.

- IRCC anticipates that increased immigration levels will play a major role in Canada's economic recovery. Putting further stress on our legacy environment and the urgency for Digital Services.

- A stable and standardized GCMS is a dependency to address these challenges.

- In response we must accelerate 4 key components:

    1. Ensure successful execution of the Data Centre migration and GCMS Disaster Recovery program currently underway and expected to be complete in Q4 2020-2021.

    2. Upgrade GCMS Siebel database to current version to stabilize and secure.

    3. Implement a standardized "integration platform" to enable more rapid and iterative transformation of front-end digital services.

    4. Enable enterprise cloud connectivity and execute adoption program.

6

TBS has been supportive of this new Reality

Update on current TBS Discussions

- Indication is that TBS is now leaning towards more of a hybrid approach for the activities identified for the first 36 months.
  :

- If TBS supports a hybrid approach, IRCC would manage DPM as a programme while also having some flexibilities in proceeding with the more critical items (Integrated platform, Cloud connectivity, and priority technical debt reduction elements) as projects within IRCC's current project management delegated authorities (i.e. PCRA 1 or 2).

-

7

DPM ROADMAP TO ALLOW DIGITAL ENABLED SERVICES AT IRCC

DPM four pillars

Integration Platform

Siebel Upgrade

Cloud Adoption and Enterprise Cloud Connectivity
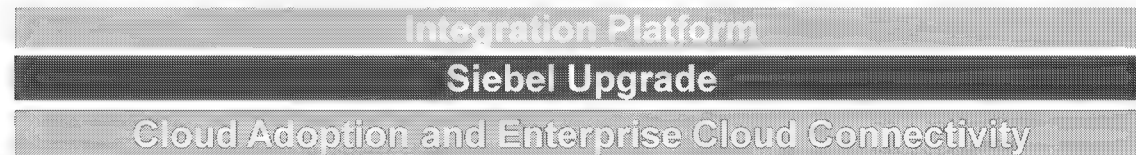
• Procurement Strategy • Sourcing Strategy • Overall Governance Model • Cloud Strategy • Change Management & Stakeholder Strategy • Engagement Strategy • Strategy development	• Program Blueprint • Benefit Realization Plan, Map and Profile • Tranche Plan • Programme Plan • Integration Platform • Siebel Upgrade • Cloud Adoption and Enterprise Cloud Connectivity	• TDR Projects • Enterprise Cloud Adoption and connectivity Release 1 completion & planning for wave 2 • Finalized IRCC Reference architecture	• TDR Projects • Enterprise Cloud Adoption and connectivity Release 2 completion • Enterprise Architecture Activities • Change Management & Stakeholder Engagement Activities

Stabilize

Standardize

Identification Phase

April 2020 – Sept 2020

Tranche (wave 2)

8

April 2022 – March 2023

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Support sought from the COMMITTEE

- <u>Endorsement from the Committee</u> on path forward for IRCC authorities framework related based on the notional TBS agreement. This path forward allows IRCC to complete the planning phase of DPM as well as execute the critical standardization and stabilization activities required to de-risk our legacy technology and position IRCC to accelerate our Digital Transformation and respond to an ambitious Government of Canada agenda.

- We continue to update the Committee on the Data Centre Migration (including DR).

- Briefing at this committee and raising any potential risk to its timelines to avoid delays. Rationalize the need of reporting against milestones at DM Core Services with artifact management required by Treasury Board.

9

RISQUES

Nous sommes engagés à travailler avec le comité sur ces risques clés

- **Plans de migration du centre de données**
  - Projet à complexité élevée. Il reste peu de contingence dans les plans.

- **Flexibilité des processus de ressources humaines pour attirer, retenir et encourager le talent**
  - L'approche actuelle peut être restrictive pour ce qui est de garantir la capacité nécessaire aux initiatives de transformation

- **Une gestion financière efficace et flexible**
  - L'approche actuelle limite la flexibilité dans la planification et la gestion des initiatives de transformation

- **Contrôle et simplification des services d'achat**
  - Les processus actuels peuvent prolonger l'exécution des initiatives de transformation

- **Faire évoluer l'expérience et l'expertise**
  - Le gouvernement du Canada manque d'expérience et d'expertise dans la gestion des initiatives de transformation

10

NEXT STEPS

- **Authorities posture**
  - Continue to work with TBS to establish a reasonable authority framework to ensure highest opportunity for success.

  - ■

- **Milestones-based governance**
  - IRCC is committed to work with CSET and other stakeholders in developing approaches to milestones-based access to funding in response to the Department of Finance funding decision.
  - Please reference Governance chart found on page 18 in the appendix.

11

APPENDIX

background materials

The core GCMS platform is unstable, cannot meet evolving business needs and is very expensive

- **There is not a path forward on the current GCMS platform** - end of life software, too complex, too expensive, unstable, cannot meet business needs and not adaptable to the digital world

- **Government Immigration system at risk due to GCMS Infrastructure** – not in an enterprise data centre, unstable, cannot meet business availability needs, not scalable
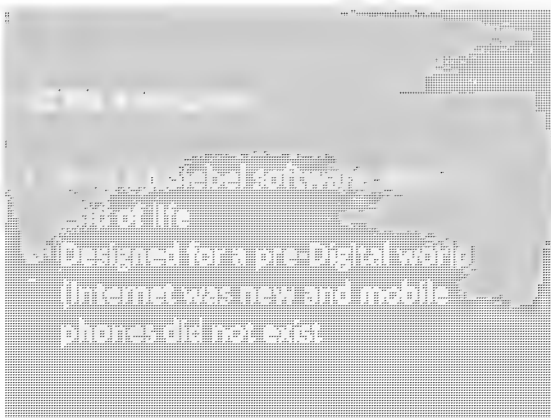
Functional Suitability	High-Medium
Compatibility	High-Medium
Security	
Extensibility	
Maintainability	Low-Medium
Usability	Low
Availability	Low
Robustness	Low
Scalability / Performance	Very Low

Hardware	Low
Network	
Power / Cooling	
Data Centre / Facilities	Low

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The Future DPM Platform will enable the Canadian Immigration System, be built on modern technology for the Digital World and be secure in an End State Data Centre

- **Future DPM Platform will be built using modern technology** – highly adaptable and modular software to meet evolving business needs, faster to change, designed to enable Digital first

- **Canada's Immigration System will be Secure and Available** – DPM will reside in a SSC end-state data centre, enabling 99.99% availability, disaster recovery and top tier cybersecurity.

Future State DPM Technology Platform

Disaster Recovery

High Availability

Digital Experience   Payments

Business Process Management & Automation   Identity and Access Management

Advanced Identity Analytics   Business Analytics & BI   Document management

Hybrid Integration

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THE FOUR PILLARS FORM THE FOUNDATION FOR STABILIZATION & STANDARDIZATION

Allows IRCC to begin providing digital enabled services

Standardization of Tools (Integrated Platform)

Problem
- Custom built messaging layer, inability to reuse
- Changes to messaging layer has proven to be difficult and unable to support cloud
- Some of our existing products are end of life

Project Goal
- Transition the existing integration model into a modern solution supporting hyperscale
- Allow GCMS to obtain or share information without having to build ad-hoc links or software connections between systems and organization
- Reduce downtime

Core Technology Enhancements

Problem
- The urgent need to support new digital technology such as cloud or modern architecture
- Root cause of Siebel downtime attributed to lack of support of version

Project Goal
- Allow IRCC to support new digital technology tools & connectivity to more modern technology services
- Improve client service delivery by introducing digital interfaces & more advanced automation, improving the time to process applications and increase data quality
- Reduce downtime

Core Technology Enhancements

Problem
- Continued accrual of technical debt
- Lack of enterprise-wide cloud direction and formal cloud organization structure
- New ways of working are restricted and external dependencies

Project Goal
- Make cloud the primary delivery model aligned to GoC
- Develop a robust enterprise level Cloud connection
- Establish strong partnerships with enabling partners
- Develop the talent, skill and capacity required to capitalize on its investments in cloud adoption

[pillar]

Problem
- Traditional way of working such as processes delay timeline to going digital
- GCMS as target solution to support business changes adding to technical debt

Goal
- Introduce more agility and flexibility to respond to needs quicker
- Review and update traditional processes to embed new way of thinking and working
- Adopting innovation culture and mindset
- Technical debt avoidance going forward
- Business Process Modernization

15

Detailed DPM Roadmap
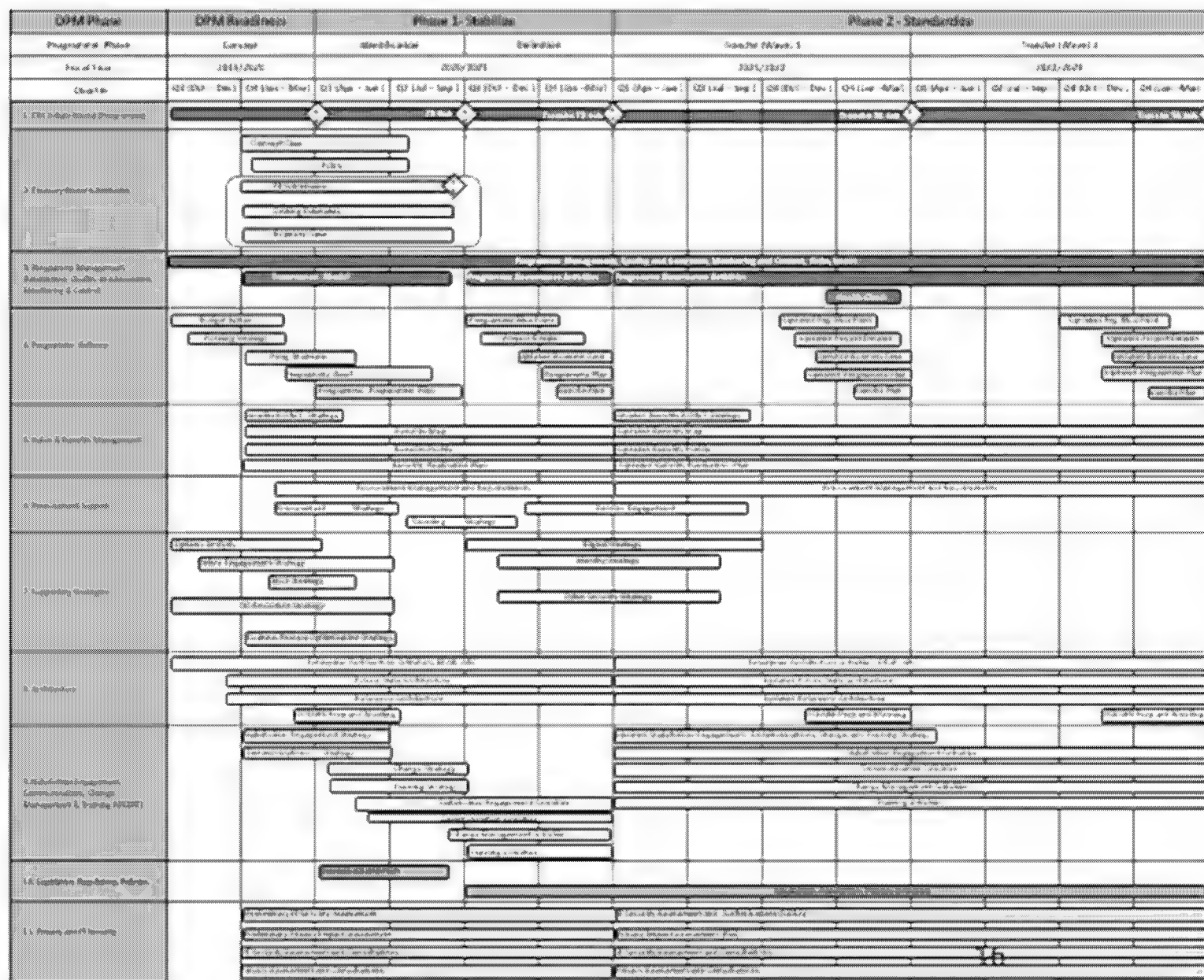
Detailed DPM Roadmap
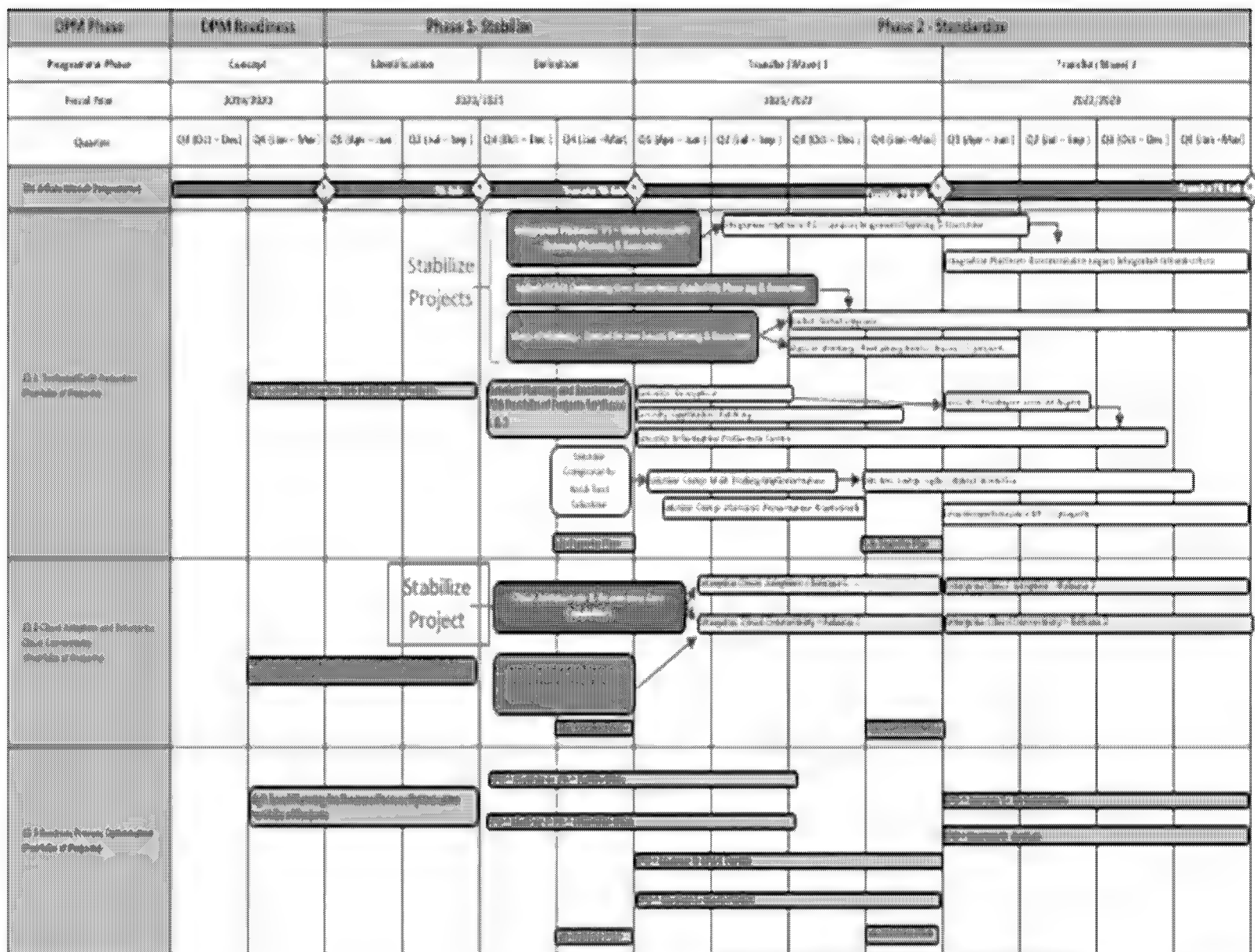
PROPOSED OVERALL GOVERNANCE STRUCTURE
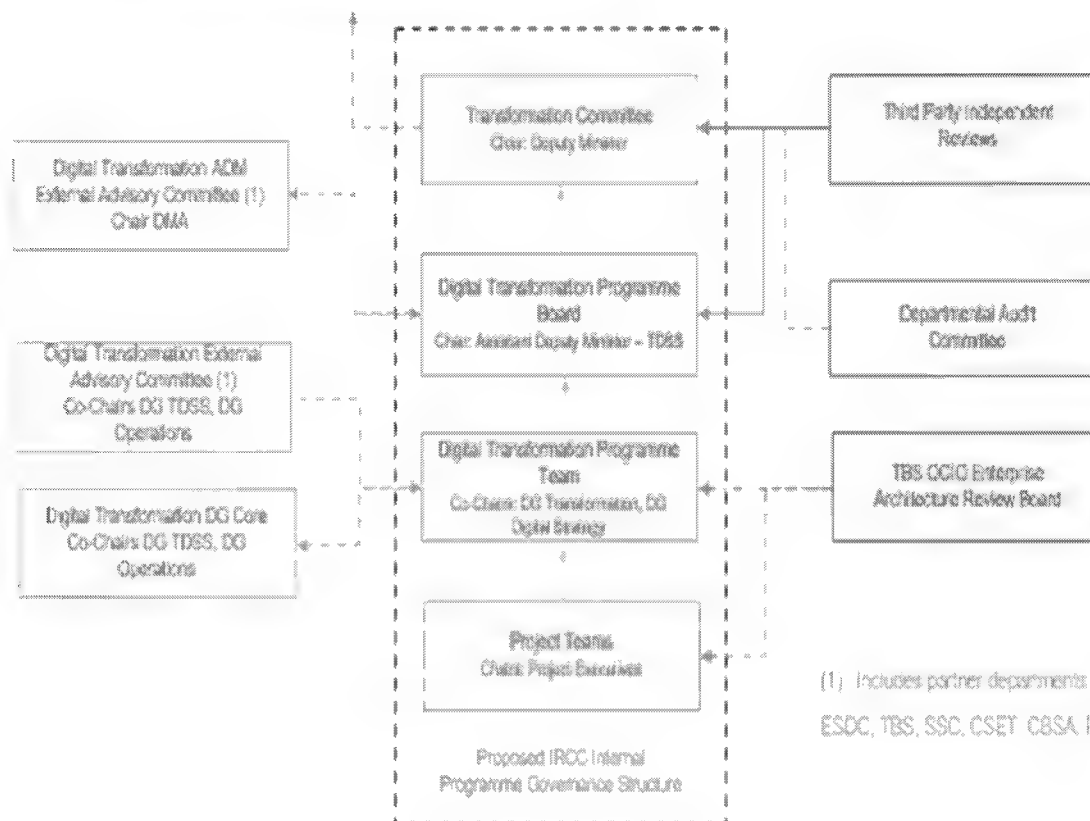
Launching Digital Labs to Support Departmental Priorities

Digital Transformation Programme Board (DTPB)
November 23, 2020
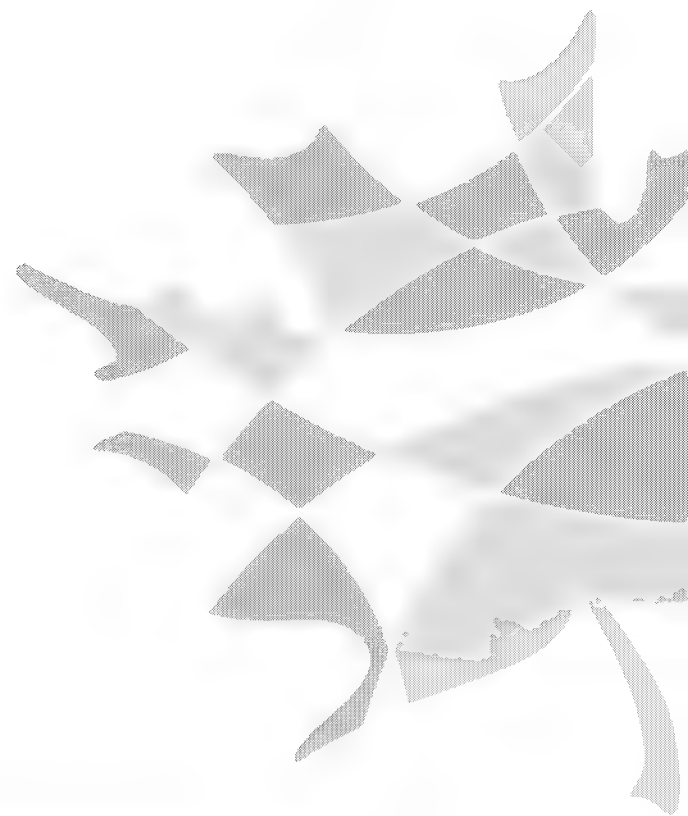
Accélérer les services numériques: répondre aux besoins numériques d'aujourd'hui tout en édifier une stabilité pour demain

Nos cibles d'immigrations grandissantes et nos plans des niveaux ambitieux ont mis des pressions grandissantes sur nos secteurs d'activités. Cette pression a été aggravé par la COVID-19, causant une augmentation importante pour des services numérique et les attentes grandissantes de la part de nos clients pour une expérience propice au numérique.

À court terme, afin de faire face aux demandes grandissantes pour des services numériques, nous continuons de maintenir notre attention vers la prestation de services numériques à nos clients et nos secteurs d'activités via le VRT et les Laboratoires de parcours de citoyenneté, le tout accompagné par diverses initiatives numériques en cours (par ex. C2C et améliorations à MonDossier).

Tourner vers l'avant, nous planifions lancer un autre six (6) labos dans la prochaine années, afin d'accélérer les bénéfices numériques pour nos clients et pour les Canadiens. Ces derniers seront renforcé davantage par une série d'opportunités (par ex. automatisation, IA) à mesure que nous livrons la modernisation de la plateforme numérique (MPN) et modernisons nos politiques et programmes (par ex. transformation du visiteur, Entrée express 2.0), édifiant ultimement une stabilité numérique à long terme.

2

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Digital Labs 4 – 8 will accelerate our delivery of digital services ultimately supporting Departmental priorities

Pre-baseline | Baseline | Dream & Design | Minimum viable product/ sprinting | —— Enhancement and scale

Last August, we confirmed PR Spousal as Lab 3 and discussed the idea of cross-cutting features (e.g., horizontal opportunities) as a way to go digital faster and support business resumption priorities.

Today's discussion focuses on the sequence of labs 4 to 8 launching in 2021

#		Status	2020	2021	2022
1	TRV: Client & Officer	*In-flight*			
2	Citizenship	*In-flight*			
3	PR: Family Class - Spousal	*Launching shortly*	Dec		
4	PR: Economic Class	*Recommendation pending*	Jan		
5	Work Permits	*Recommendation pending*		Apr	
6	MyAccount (MyAccount 2.0)	*Recommendation pending*		May	
7	Study Permits	*Recommendation pending*		Aug	
8	Digital Intake	*Recommendation pending*		Oct	

3

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Digital services are vital for the Department to reach its ambitious levels plan, resume business and meet client service expectations

The launch sequence of digital journey labs 4 – 8 is guided by a clear set of Departmental priorities

These include…

- Levels plan

- Resumption of work

- Improving client service (with an emerging demand for digital services)

- Stabilization and modernization of legacy systems (DPM, DR)

4

Pages 105 to / à 106

are withheld pursuant to section

sont retenues en vertu de l'article

21(1)(b)

of the Access to Information Act

de la Loi sur l'acces a l'information

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Looking ahead: The full impact of digital journey labs will be amplified by a stable, adaptable and modern digital platform…

- **We are making a generational investment to transform and modernize** the way government services are delivered

- **Digital Journey labs** are transforming the way we work, delivering new client and officer facing digital tools and innovations for our department

- **Digital Platform Modernization** will stabilize and modernize our IT systems providing a stable foundation to fully scale and sustain new digital services in the long-run

- **By late 2021 our legacy systems will be stabilized** (e.g., Disaster recovery) and integration capabilities enhanced (e.g., cloud to ground) enabling higher scale and sustainable digital solutions.

- Until then, capacity for enterprise-wide cross-cutting solutions will have constraints, and functionality will be limited.

Priorities being addressed

Stabilization and modernization of legacy systems (DPM, DR)

7
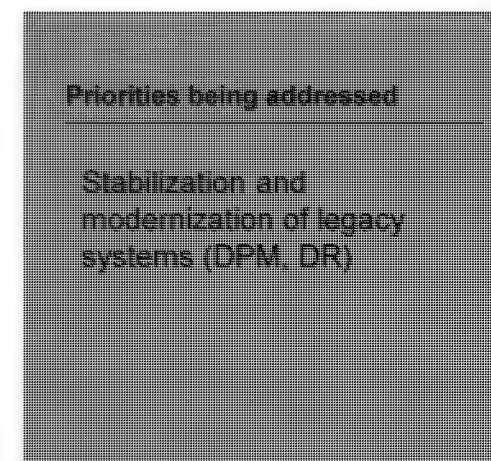
Under the right conditions, cross-cutting candidates for a Digital Lab can unlock big value for clients and officers alike

MyAccount and Digital Intake are cross-cutting solutions that can enable the Department to cope operationally and to meet client expectations. It is not a question of whether, but when we will address these.

Cross cutting features/solutions commonly require the following **3 conditions** to be true to ensure they drive wanted and real value – thereby warranting consideration for a Digital Lab:

1) **A clear end-to-end understanding of our core lines of business (e.g., TR, PR, CIT)**
   - Co-developed by business and results in a prioritized impact oriented roadmap, ensures features aren't built for features sake
2) **Dedicated, cross-functional teams and roadmaps to integrate across**
   - Provides a technical and business frame to guide and develop integration of cross-cutting solutions

3) **Stable and scalable IT platforms are in place**
   - Technical capacity and capability for enterprise-wide cross cutting solutions

By the later half of 2021 our legacy systems will be stabilized and integration capabilities enhanced (e.g., cloud to ground) enabling higher scale and sustainability of cross cutting digital solutions like MyAccount and Digital Intake.

8

The sequencing of the first three labs to launch in 2021 will complement ongoing digital initiatives and support Departmental priorities

Prioritize levels plan while addressing business resumption priorities by driving PR Economic first

Leverage TRV building blocks to improve client service and business resumption through Work Permits

Line up enterprise-wide solution (MyAccount) closer to delivery of foundational IT building blocks

January 2021

Lab 4 Economic Class

☑ Helps meet levels plan
☑ Supports business resumption
☑ Improves client service

- High impact (heavily paper-based)
- Volumes increasing, processing times growing
- Supports economic rebuild

April 2021

Lab 5 Work Permit

☑ Supports business resumption
☑ Improves client service

- Easier to implement (leverage TRV lab foundation)
- Supports economic rebuild and fills labour gaps in COVID context

May 2021

Lab 6 MyAccount

Cross-cutting

☑ Improves client service

- Embodies digital and modern client experience.
- Provides the scaffolding for client-facing digital services and enables traveler modernization
- Increases efficiency and reduces ATIP and client enquiries.

9

000109

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There are many unknowns and much will change between now and Labs 7 & 8 however two potential labs merit strong consideration

Leverage TR foundation from TRV and WP labs to easily unlock Study Permits

Line up enterprise-wide digital intake with foundational IT building blocks and MyAccount framework

August 2021
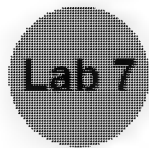
Lab 7   **Study Permit**

☑ **Improves client service**
☑ **Helps meet levels**

- Easier to implement (leverage TRV and WP lab foundation)
- Adds to pool of PR candidates (to support levels)
- Supports economic rebuild
- Political focus on International Students

October 2021

Lab 8   **Digital Intake** | Cross-cutting |

☑ **Helps meet levels**
☑ **Supports business resumption**
☑ **Improves client service**

- Complex to implement enterprise wide, requires modern IT building blocks
- Enables nimble workload management and embodies "digital to the core"

Note: near term ongoing digital initiatives are responding to the vital need for digital intake (see slides 5 & 6)

10

Pour discussion et orientation par le groupe

Décisions requises

- Discussion de groupe en lien avec notre recommandation imminente pour les Labos 4 – 8

- Nous prendrons les perspectives de leadership de ce group, alors que nous formons et finalisons une recommandation pour Transcom le 3 décembre

ANNEX

1.   Remaining E2E journeys qualitative fact-base

2.   Cross-cutting journey options:
     MyAccount2.0 and Digital Intake Fact-base

Remaining E2E journeys qualitative fact-base (1/2)
Temporary Residence and Citizenship

Draft for discussion

● Low   Medium   ◌ High

Temporary Residence | **Citizenship**

	Work Permit	Study Permit	Extensions	eTA	IEC Work permit	Citizenship Proofs	Passport
COVID considerations	Critical online processing cont'd. Department business resumption priority	COVID has reduced the number of students Canada anticipates this school year • Not a business resumption priority	Critical processing cont'd. • Business resumption priority. • Biometrics availability was a limiting factor	Reduced demand due to Travel restrictions	Processing halted. Low business resumption priority.	Required for Canadian ppt & repatriation to Cda for those impacted by the pandemic	Reduced demand due to Travel restrictions & Cdns willingness to travel
Impact	Delays in processing times continue labour gaps • Complexity of the eligbility criteria • Opportunity to help push through WP component of TR e-App	Delays in processing times may lead students to study elsewhere • Volumes, seasonality and integrity • Opportunity to help push through SP component of TR e-App	Increasing volumes/high processing time pressures • Gap in processing times /client expectations • Driver for flagpoling/bilateral irritant with CBSA & USA	High volumes • Low # of FTEs required	Already online • Selective program	60% apps from outside of Canada & US requiring clients to visit consular office • Low volumes	Other significant initiatives ongoing or planned
People React needs	In-Scope for TR e-App project	In-Scope for TR e-App project • SDS programme, VESPA	No or few ongoing initiatives	Newer, possibility of change fatigue • Possible work under visitor transformation MC	System recently changed to expression of interest/automated • Possibility of change fatigue	Have solid foundation to build upon • Processing agents should be able to expand the scope from last project launch	Passport Modernization project ongoing/ multiple planned initiatives • Deemed not needed by program area
Visibility	Heavy political focus on attracting all skill levels of workers/ economy benefits	Heavy political focus on international students • GDP economic dependency	Low political and media focus	Low political and media attention	Low governmental priority • Reciprocal country agreements	Citizenship related LOB have a political focus • Less volume than other LOB	Political focus on increasing number of Canadian's with a passport
Ease of implementation	Similar to TRV process • Can leverage TRV lab functionality for WP • Currently being integrated into Chinook / tested • Fewer IT scalability constraints due to dedicated GCMS channel (TR e-App)	Similar to TRV process • Can leverage TRV lab functionality for SP • Currently being integrated into Chinook / tested • Fewer IT scalability constraints due to dedicated GCMS channel (TR e-App)	TR-ext automation for decision-making exists • Existing online intake component to program • Can leverage TRV lab functionality for EXT • Currently being integrated into Chinook / tested	System is mostly automated • Requirement for high availability to support same-day applications	System is online • Candidate pool system is complex • Has it's own funding model	Existing proof electronic application can be built upon to improve client service • Technical improvements and adjustments require resourcing from TDSS, CPD, CN	Simpler funding mechanism • Complex & multiple systems • Cross-departmental stakeholders

*Used at August 21 Transcom

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① Remaining E2E journeys qualitative fact-base (2/2)

Permanent Residence and Settlement

● Low　　Medium　◦ High

	Permanent Residence				**Settlement**
	PR: Economic (EE & non-EE)	**Overseas Refugee Resettlement**	**In Cda Asylum**	**PR Card**	**Settlement**
Covid consideration	Processing halted. Department business resumption priority	○ Processing paused. Department Business resumption priority.	Processing halted. Medium business resumption priority.	● Processing halted. Low business resumption priority.	○ Some services shifted online
Impact	Increasing volumes Opportunity to decrease processing times • Increase program integrity	○ Delays in processing times postpone refugee resettlement	Increasing volumes • Significant growth in FTEs & corresponding LoB cost • Delays in processing postpone granting of protected persons status	Potential for increased automation	○ Increased client service • Increase use of services
People Read-iness	EE 2.0 initiative already under way EE already digital • Initiatives underway to digitize future intake & digitize paper app inventory	○ No or few ongoing initiatives	Multiple change initiatives currently ongoing • Limited stakeholder buy-in • Heavy reliance on partners	○ Contracted external party for digital solution expected Fall 2020	○ No or few ongoing initiatives
Visibility	Heavy political focus on economic immigration	○ Heavy political focus on humanitarian	Heavy political and media attention • High political and stakeholder sensitivity	● Low governmental priority	○ Political focus on Canada as a global leader in resettlement
Ease of imple-mentation	Complex program with multiple sub-classes, and contentious and complex selection processes (i.e., ITA, lottery, etc.)	● Considerable system complexity Paper application system	● Considerable system complexity and no existing automation	○ Paper application system	• Unknown

1. Spouse, partners, children rejection rate for the period of July 2017 to April 2019 has remained steady around 22%. OPP-DART (November 27, 2019)

*Used at August 21 Transcom

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Draft for discussion

Cross-cutting journey options: MyAccount2.0 and Digital Intake Fact-base

2

● Low   Medium   ◍ High

myAccount2.0 Journey Lab | Digital Intake Journey Lab

myAccount2.0 Journey Lab

Clients: COVID-19 underscores the importance of having a robust, intuitive, user interfaces for the client experience. In these uncertain times, to be able to access services, such as how to apply and/or obtaining information related to their case and general guidance when/if offices are closed or functionalities are reduced due to extenuating circumstances, and so on.
- Arrival of a second wave posing further risk to tackle growing backlogs of paper-based files

Reduction of technical debt, expected reduction in client enquiries and ATIP requests and act as a platform for digital enablers in operations.
- Impact for clients at scale would not be realized until Enterprise cloud infrastructure is standardized. However, incubation/pilot could be prepared on AWS and timed to meet up with DPM Phase 2.

IT dependencies: Enterprise cloud infrastructure standardized (2022), resource and talent capacity
- **Data transfer:** large volume of data*
- **Current state:** will become obsolete in the near future
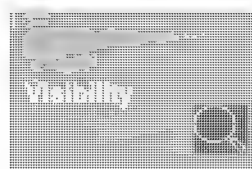
Potential to solve for clientdissatisfaction regarding lack of transparency of application process, esp. when out of service standard delivery.
- Heavy political focus on improved client experience.
- In alignment with government of Canada policy priorities (OneGC, Cloud First, Tell Us Once).

Existing programme: This project is aligned with and supports both the Digital Platform Modernization (DPM), Digital ID and Visitor Transformation.
- **People readiness:** Senior Management buy-in
- **Capacity:** As of (xx/xxxx) MyAccount had 3 FTEs working on the platform.
- **Capacity:** [HR, Skills, Resources, DPM readiness] – need

Digital Intake Journey Lab

COVID-19 has highlighted the critical need to move away from paper as much as possible wherever possible
- Handling less paper will enable the department to shift work around to adapt to operating realities around the world
- Digitizing PR LOBs will help meet levels

Positive impact on the client experience due to a reduction of client frustrations with antiquated paper-based processes.
- Decreased processing time (less incomplete apps, applications in good order)
- Helping us achieve greater operational excellence by enabling the department to shift work around when reaching capacity in a region

Due to GoC imperative, upcoming projects need to be cloud-based, which makes us dependent on the Siebel upgrade (Sept 2021) and GCMS move to next-gen SSC data center (March 2021)
- Depending on LOB(s) chosen in the ZBD workshop, SME availability may be low

Current paper application processes are seen as "archaic" and "out of date" service delivery model for clients.
- Heavy political focus on simplification of government services, decreasing of processing times and improvement of client service.
- Diminished returns from the political side if service delivery for IRCC does not meet the digital vision of current administration.

Larger demand on capacity for SMEs can put strain on Operations Sector.
- Broad buy-in within the Department and with partners (e.g., CBSA, IRB, etc.)
- Existing work in the space: asylum interoperability, VAC intake, PR rapid digitization, Digital Capture.

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Progress Update: Digital Labs

Digital Transformation Programme Board (DTPB)
November 23, 2020

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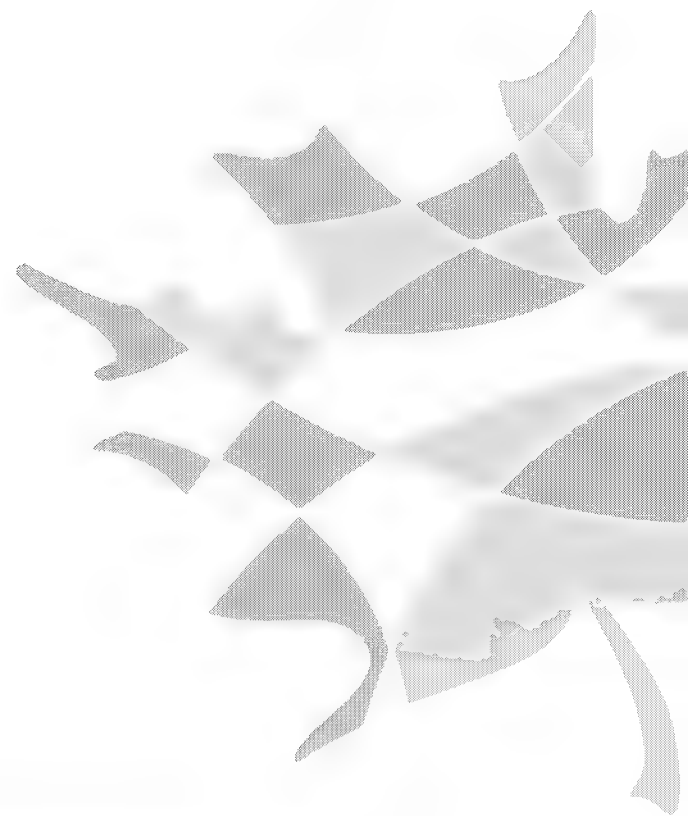
Digital Labs: focused on rapidly delivering high priority digital services to meet the rising needs of client and meet our departmental priorities

Rising immigration targets and our ambitious levels plan have put increased pressures on our business. This pressure has been compounded by COVID-19, driving a significant increase in demand for digital services and rising expectations from clients for a digitally enabled experience. We are meeting these challenges and departmental priorities with a clear strategy and plan to meet rising client expectations for digital services while providing our agent/officers the digital tools they need for business resumption.

To deliver against our departmental priorities, our Digital Labs continue to maintain focus on delivering digital services for our clients, enabling resumption of work and helping us meet our levels targets by:

- Citizenship: building an end to end digital experience – e.g., a client's new digital application is now linked to digital tools enabling officers to processing applications remotely amidst COVID

- TRV: delivering an end to end digital experience that starts with enabling clients to submit applications digitally

- PR: Spousal: launching a Digital Lab in December to accelerate and focus our efforts on digitally enabling this end to end journey (and ensuring a clear roadmap to prioritize ongoing efforts at the feature level)

To underpin our broader Digital Transformation efforts, in partnership with HR, Security and others, we are launching a Digital Talent Engine that rethinks and puts into place an updated approach to how we identify, recruit and develop the next generation of digital talent for IRCC (including long term partnerships throughout the tech community across Canada)

Ordre du jour pour la partie de la discussion concernant les Laboratoire numériques

Principales mise à jour sur les progrès réalisés

- Laboratoires numériques
  - Citoyenneté *(incluant une démonstration en direct du PMV)*
  - VRT : Client, agent, et demandes en ligne de RT
  - PR : Parrainage
- Moteur de talent numérique

Pour Discussion

- Coordination accrue avec Ops et Politiques à l'avenir
  - Travailler ensemble pour s'assurer que vos priorités, idées et visons soient constamment misent à jour, intégrées et reflétées dans nos feuilles de routes numériques par secteur d'activités

3

Digital Labs roadmap: a core piece of our broader Digital Transformation

Pre-baseline | Baseline | Dream & Design | Minimum viable product/ sprinting | Enhancement and scale

Business process optimization high level schedule

	Status	2020	2021	2022
(A) TRV: Client & Officer	*In-flight*			
(B) Citizenship	*In-flight*			
(C) PR: Family Class - Spousal	*Launching in Dec.*	Aug 21 – Decision at transaction on PR Spousal / Dec		
Digital Lab 4	*Recommendation pending*		Jan	
Digital Lab 5	*Recommendation pending*		Apr	
Digital Lab 6	*Recommendation pending*		May	
Digital Lab 7	*Recommendation pending*		Aug	

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Focussing on the past 8 weeks, our Digital Labs teams have been driving on a critical set of priorities…

Recent progress   **Forward looking focus**

(A) TRV
- ☑ Launch of TR eApp to enhance digital intake and end to end client experience
- ☑ Kicked off Sprint 0 of Digital capture
- ☑ Chinook 1.0 – 5 module tool released
- ☑ Assisting Cit. lab with development of agent tool

- Continue to drive Digital capture including beginning development on Android app for Digital capture
- Commence user experience testing for Apply MVP
- Preparation for Sprint 0 for Chinook + Cloud project, projected launch date mid November

(B) Citizenship
- ☑ Developed digital application for clients – allows clients to submit their Citizenship application and all related documents online within minutes
- ☑ Developed agent intake and processing digital tool – agents will now be able to intake and process applications digitally (and remotely) while significantly reducing processing times
- ☑ Developed online payment application
- ☑ De-risked MVP production delivery by mapping architecture scenarios and 'paths to production'
- ☑ Developed process and training material for ops team to support CIT MVP

- On track for delivery end of November with ~95+% of backlog completed; testing the remaining focus
- Launch MVP: will enable digital processing for up to ~35% of the total applicant pool (based on 2019 volumes) with foundations built for a rapid scale up; option to increase the applicant scope to ~76% within ~6 months
- Implement change management processes in collaboration with the networks
- Begin training resources for model office ops team
- Prioritize "fast-follow" backlog for development post MVP, with focus on automation for agent tool

(C) PR: Spousal
- ☑ Confirmed the majority of core team members required to launch streamlined baselining phase

- Finalize Journey Owner
- Launch baselining phase in December

Cross-lab highlights
- Communities of Practice kicked off and helping to develop and cultivate the next generation of digital by role (e.g., Journey Owners)
- Responding to priorities as one team: swarming Citizenship needs in a one team/Agile approach
- Replicating and leveraging elements of TRV Officer technology approach for Citizenship build

5

B Citizenship Journey Lab: Client and Agent One-Year Roadmap

The MVP and One-Year roadmap set the foundation for a fully digital reimagined end-to-end North Star vision

Client

Simplifying client experience through seamless digital intake, enabling remote work for agents

Intuitive & Dynamic
Digital grant application with field validations create a user-friendly application that reduces return rates

Digital Upload
Proof of payment and supporting documents allowing for electronic submission

Physical Presence calculator
Included in the application, streamlining client experience

Save and Return Functionality
Allows clients to complete the application at their own pace

Confirmation of Submission
Clients receive confirmation creating transparency in the application process

Digital Status Updates for Clients
enhancing transparency throughout the process

November 2020

Minimum Viable Product (MVP)

Agent

Improving the agent experience by linking digital intake with processing flow and automating non-risk processing activities

Agent Intake Tool
allowing for completeness checks and importing applications to GCMS

Integrate in-flight Initiatives[1]
Digitizing electronic testing and virtual ceremonies, reducing physical capacity constraints

Agent Processing Tool
Platform to support digital document review, triage, automated activities and decision-making
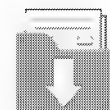
Electronic Archiving of Applications
reducing physical transfers

12 Months

Delivery will require dedicated processing capacity to test and learn from the new digital application and processing flow; parallel processing will be necessary as IRCC processes existing inventory of paper applications

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(B) # Citizenship Digital Lab is on track to deliver the MVP into the field in late November: creating an end to end digital experience

Live demo

Client Digital Application

- A client centric, intuitive and easy to use digital application will **enables client to submit their application and documents digitally** with no paper involved – ensuring all forms are submitted to streamline end to end journey
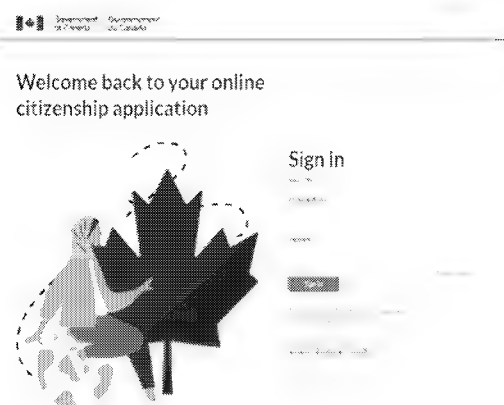
Online application that is intuitive and user friend, secure, and has save and return functionality. A warm welcome to the new digital process for clients

Client centric info gathering that is simple, user driven, and ensures all information required is captured – reducing any back and forth. Identifies how IRCC and the client can best communicate with each other
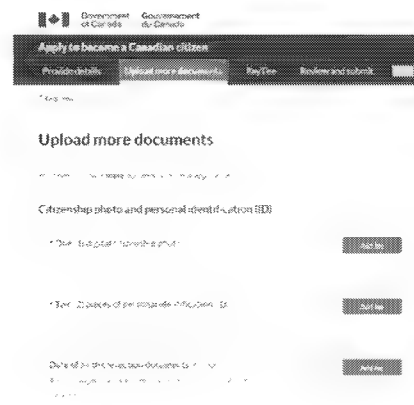
Seamless digital uploading of documentation with completeness check creates transparency into the requirements to ensure an agent has everything they need to review an application
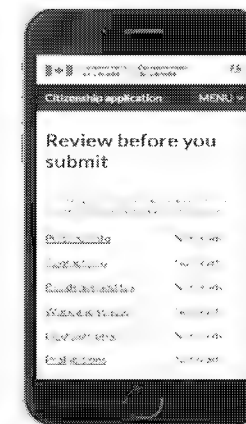
Rapid review of required documentation ensures clients have submitted all necessary elements – removing back and forth required for incomplete applications and making the agents lives easier

7

(B) **Le Laboratoire numériques de citoyenneté est sur la bonne voie pour livrer le PMV sur le terrain à la fin novembre : créant une expérience numériques de bout en bout**

Démo en direct

Outil de réception de l'agent

- Permet aux agents de recevoir, d'évaluer et de traiter les applications de manière numérique – **permettant le traitement des demandes à distance en pleine COVID**

Authentification numérique sécurisé de l'agent – L'agent débute sa journée par une étape simple et sécurisée, en utilisant leur mot de passe créé spécifiquement pour authentification par l'outil de traitement des demandes

Boîte de réception complétement numériques pour les agents – facile à naviguer, facile à utiliser. Une fois authentifié, l'agent interagit avec la boîte de réception numérique permettant une navigation fluide des demandes numériques

Aperçu facile à lire de la demande numériques - L'agent visualise la demande de manière simple et intuitive et peut consulter les documents à l'appui en cliquant directement dessus

Vérification de conformité disponible numériquement - L'agent peut faire une vérification rapide de conformité

8

IRCC DIGITAL PLATFORM MODERNIZATION

Digital Transformation Programme Board
November 23, 2020
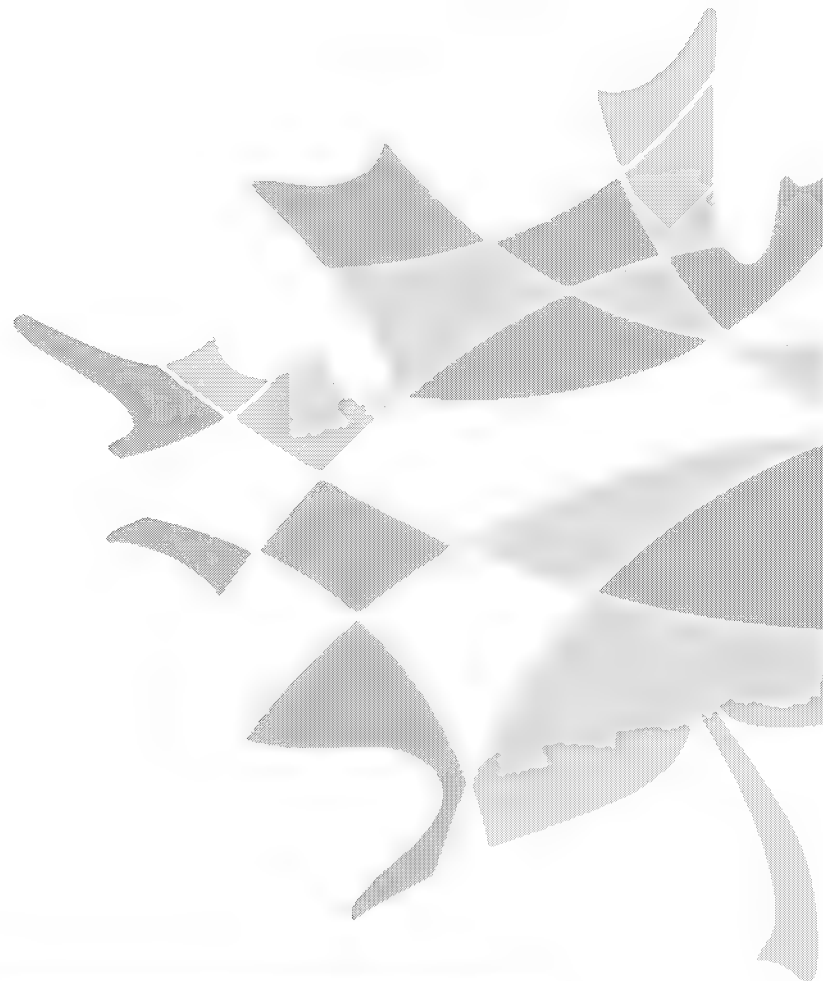
Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

Objectifs

- Discuter des principales réalisations depuis notre dernière mise à jour en août

- Faire le point sur les phases 1 et 2 de la MPN (stabilisation et uniformisation)

    - Activités de démarrage – mettre en place les conditions gagnantes

    - Phases 1 et 2 – feuille de route

    - Migration des centres de données (reprise après sinistre) – tableau de bord

- Discuter des risques liés aux programmes et des mesures d'atténuation

- Prochaines étapes

2

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Recall: DPM PROGRAMME includes a THREE PHASED APPROACH

| FY 20/21 | FY 21/22 | FY 22/23 | FY 23/24 | FY 24/25 |

Stabilize

Focus is on **stabilizing GCMS** via early critical projects (Technical Debt Reduction and Cloud Connectivity & Adoption) and definition of the Standardize Phase.

Standardize

Focus on achieving stable legacy systems and establishing a reliable environment for transformation by implementing a Technical Debt Reduction program, IRCC enterprise secure Cloud to Ground connectivity, and optimizing business processes.

IRCC has received $93.4M initial funding approval for Stabilize and Standardize Phases

Enhance

Focus is on fully integrating new functionalities and onboarding all lines of business onto the new Digital Platform. (Not Funded)

➤ The phased approach ensures IRCC has stabilized and standardized its foundational legacy environment as a basis for transformation. This approach will prepare IRCC for an investment for the Enhance phase to support IRCC's and the GoC's enterprise approach to providing digital services.

3

Key accomplishments since our last update in August

•

- Completed Phase 1 and 2 start-up activities focusing on ensuring "winning conditions" in place.

- Worked closely with Shared Services Canada to align integrated plans for the execution of the initial projects initially focusing on Data Centre Migration.

- Addressed the key resourcing related risk blocking progress on the Disaster Recovery project

- Launched the oversight, decision, assurance governance model.

- Consulted with key stakeholders to develop IRCC's input to Budget 2021 for DPM Phase 3.

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and Citizenship Canada

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s.69(1)(g) re (a)

Phases 1 et 2 de la MPN (uniformisation et stabilisation) – Conditions gagnantes

Direction opérationnelle engagée

Vision, stratégie et résultats clairs

Analyse de rentabilisation exhaustive

| Gouvernance efficace | Les bonnes personnes et compétences Les bons outils et partenariats | Mesure efficace et récompenses |

Gestion rigoureuse des projets et des intervenants

Investir dans la gestion des changements culturels et organisationnels

nous tâchons de mettre en place les conditions de réussite :

- La direction d'IRCC et de SPC est engagée
- La stratégie, l'analyse de rentabilisation et les résultats sont clairement définis
- Le modèle de gouvernance a été approuvé
- Les ressources critiques (internes et externes) ont été déterminées et sont en place
- Le bureau de gestion de projet est fonctionnel; il met l'accent sur la gestion des projets et des intervenants, les communications et la gestion du changement

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DPM Phase 1 and 2 Roadmap

DPM Phase	Phase 1 – Stabilize				Phase 2 – Standardize					
Topic	Critical Stabilize P1 Projects & Definition of Standardize P2 Projects				Standardize P2 Projects					
Fiscal Year	2020/2021		2021/2022				2022/2023			
Quarter	Q3 (Oct – Dec)	Q4 (Jan –Mar)	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan –Mar)	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan –Mar)

Technical Debt Reduction Project: Six Work Streams

- Integration Platform: P1 – Web Services/API Gateway Critical Stabilize Project
- Integration Platform: P2 – Services Migration Planning & Execution
- Integration Platform: P2 - Decommission Legacy Integrated Infrastructure
- Siebel: P1 – Siebel Upgrade Critical Stabilize Project
- Siebel: P2 - GCMS Optimizing User Experience (Siebel UI) Planning & Execution
- Ways of Working: P1 - Critical Known Issues Critical Stabilize Project
- Ways of Working: P2 - Remaining Known Issues – 5 projects
- Security: P2 - Encryption
- Security: P2 - Privileged Account Mgmt.
- Security: P2 - Application Patching
- Security: P2 - Information Protection Centre
- Solution Components: P2 - MAR Tooling Implementation
- Solution Components: P2 - Agile / Hybrid Workflow
- Solution Components: P2 - eServices Presentation Framework
- Environments Beyond OR: P2 – 2 projects
- Definition & Detailed Planning of TDR P2 Standardize Projects

Cloud Adoption and Enterprise Cloud Connectivity Project: Two Work Streams

- Cloud Architecture & Governance Core Capabilities Critical Stabilize Project
- P2 - Enterprise Cloud Adoption - Release 1
- P2: Enterprise Cloud Adoption - Release 2
- P2 - Enterprise Cloud Connectivity – Release 1
- P2 - Enterprise Cloud Connectivity – Release 2
- Definition & Detailed Planning of Cloud P2 Standardize Projects

6

Key Milestones for DPM Phase 1 over next 6 months

1. Nov/20 ➜ DR Staging Build Complete

3. Dec/20 ➜ Project Kick-off Meetings Held (TDR & Cloud)

4. Dec/20 ➜ Gate 3 Approval & DMA/ADM Governance kickoff

5. Dec/20 ➜ Phase 1 & 2 Sourcing Strategy Finalized

6. Jan/21 ➜ TDR and Cloud Project Charters Approved

7. Feb/21 ➜ Gate 4 Approval

8. Feb/21 ➜ DR Production Environment Complete

9. Mar/21 ➜ DPM Program Office Contract Signed

10. Apr/21 ➜ Cyber Security Strategy Approved

11. May/21 ➜ Phase 2 Definition Phase Complete

7

Programme Risks and Mitigation Discussion

Risk	Mitigation Update
Data Centre Migration (DR) schedule ▪ Will consume many critical IRCC and SSC technology resources this fall and early into the new year. ▪ includes a "blackout" window for our business clients for any material GCMS functional changes. ▪ Technical Debt Reduction is contingent upon GCMS running on new infrastructure, in SSC enterprise data centres with appropriate DR and failover capabilities. ▪ Schedule slippage impacts IRCC's business as well as our DPM programme. IRCC have re-organized the project delivery team focused on dedicating resources and better integration with SSC.	• In August we requested that the DM Core Services Committee closely monitor and hold SSC and IRCC accountable to deliver. • Completed an independent third-party review of the project and identified resource contention and competing priorities between resources focused on the DR project and the GCMS major release activities as a critical cause of the challenges crippling the initiative. • IRCC senior leadership has agreed to defer the business initiatives associated with R25 (by 50%) and all of R26 until after the DR project goes live. This has freed up approximately 47 FTEs to focus on DR. • The DR project is currently scheduled to be implemented at the in summer of 2021. The team is looking at ways to accelerate that schedule to earlier in the summer/spring. • We are working very closely with SSC, who is a critical partner in this project, to identify efficiencies in various activities. To this end we have recently engaged a Systems Integrator to help us identify opportunities to accelerate testing.
Legacy GCMS technical complexity • GCMS has evolved over the last 15 years without an appropriate technical architecture roadmap. This has resulted in a heavily customized, undocumented, non-standard, out-dated architecture. As we begin to address the technical debt, significant risk is associated with "not knowing what we don't know" and its impact on our schedule and costs.	• Throughout the progression of design and execution phases, the project is documenting the findings to ensure there is awareness of the complexity in order to better prepare for DPM phases 1 & 2.

Programme Risks and Mitigation Discussion (cont'd)

Risk	Mitigation Update
	• ⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀⠀This has delayed the launch of key DPM initiatives. The programme team are currently developing plans to mitigate the impact on the schedule using industry expertise to provide the capacity to accelerate
Traditional GoC Technology Workforce Culture (FTE's and Sub-contractors) not aligned to Programme goals – GCMS support staff are resistant to change, wedded to status quo and unlikely to successfully transition to DPM.	• Digital Talent Engine to upskill and retool employees towards digital skills has begun • Established additional contracting options with PSPC to supplement gaps.
Inter-Departmental Alignment –Schedule slippage if IRCC partners (PSPC, SSC, CBSA, ESDC, Global Affairs and IRB) are not properly informed of the technology, implementation approach and timing.	• Kick-off ADM and DMA level committees in December. • Continue on-going engagement with SSC and other partners.
No funding budgeted for Data Analytics or the Enhance Phase – IRCC has received $93.4M initial funding approval for stabilize and standardize phases only. Progress on Digital Transformation deferred until funds available impacting IRCC's ability to enter into long-term contracts and realize full business benefit as phase 1 and 2 complete	• Finalize IRCC Budget 2021 funding request to ensure funding is available next fiscal year. • Should funding not be received for phase 3, the mitigation would be to look internally for Data Analytics funding and defer DPM Phase 3 • Minister-level engagement.
Schedule Acceleration Demands for DR & DPM – Increased pressure on legacy systems and DPM schedule	• Re-prioritized IRCC projects to allow re-assignment of 47 dedicated resources for GCMS DR project. • Engaged Deloitte to support GCMS DR efforts. • Minimized number of new business changes during implementation of DPM. • Identified opportunities to accelerate delivery possibilities. • Establish streamlined decision making and issue resolution,

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s.69(1)(g) re (a)

Prochaines étapes

■

- Lancer le projet des phases 1 et 2

- Confirmer le calendrier révisé de migration des centres de données

- Achever la soumission du budget de la phase 3

- Examiner de façon approfondie la stratégie numérique d'IRCC à l'appui de la transformation

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Appendix - The Disaster Recovery (DR) project is a component to the Stabilize phase and critical to support the remaining DPM TDR activities 2of 2

Type	Level			Owner
Risk		Defining the new Prod environment roles and responsibilities between IRCC/SSC could impact the project schedule.	A joint IRCC/SSC team has been created to define roles, responsibilities, and processes. Deloitte has been brought into the project to assist in the delivery of the Ops Guide / Conops documents.	SSC/IRCC
Risk		Dev A & STE B have not been fully tested and stabilized yet for the use of DR project.	Testing has started. Daily scrums are used to manage testing. Tigers teams to focus on individual defects are being established.	IRCC/SSC
Risk		Schedule does not have any contingency built in. Schedule delays will deeply impact our departmental business and priorities.	1. Monitor and track the schedule daily and take immediate corrective actions as required if on critical path. 2. Use established governance to remove any obstacles.	IRCC/SSC
Risk		We are using shadowing as a knowledge transition between IRCC and SSC for the Staging and Production builds. There is a risk that the IRCC and SSC shadowing teams composition changes between Staging B and production which could cause schedule slippages.	Keep same people involved in the shadowing process all along. Need to have dedicated focus on the build / Shadowing delivery. Project team is working to understand the issue/challenge – resource availability or priority issue. Production build schedule will contain dates/names for building an application versus using a less efficient "window timeframe".	SSC/ IRCC
Risk		Lack of SSC dedicated resources to support the project delivery.	1. Request dedication of SSC resources through highest level of management.. 2. Ensure incremental resourcing is provided to accelerate delivery.	SSC
Issue		Current SSC delivery processes not suitable to accelerate the schedule.	1. Adopt a faster delivery model and change current processes to expedite work.	SSC
Issue		Contracting issues have delayed the readiness of MQ Appliance (core GMCS component).	1. Find a contracting solution so IBM can provide this information to SSC. 2. Hire a technical expert to support and deliver DR work .	SSC/IRCC
Issue		Inability to resolve complex issue with Biztalk/Firewall for Staging A is preventing the start of testing.	1. Ensure the right people and level of priorities are set to resolve the IRCC/SSC tickets that are preventing the completion of applications. 2. Organize daily Biztalk resolution meetings.	SSC/IRCC

Digital Capture

Approach for Visitors Program

Digital Transformation Programme Board
November 23, 2020

Objectif

- Récapitulation sur la saisie numérique et liens avec la transformation du programme des visiteurs

  - Examen des principales considérations, de la stratégie recommandée et des rôles

    - Prochaines étapes

2

Digital Capture Recap: Dependency to "Go Digital"

Today, clients manually enter their travel document information in support of their eTA or TRV application, resulting in two main issues:

-

- **Demanding manual process for identity document verification**
  Considerable time and resources are required for identity document verification before decision making.

> Our ability to capture and validate information directly from a client's travel document during the application process is key to going digital in many programs

Without digital capture these **issues would persist and increase with the introduction of digital visas and immigration permits**

- IRCC would no longer see passports to add counterfoil

- With delinking, clients must be able to easily and accurately update the travel document linked to their visa and IRCC must be able to validate it through a streamlined process

Preliminary analysis of impact of moving to digital capture for TRV...

→ ~4 min reduction in processing time per application for 90-95% of eApps

→ ~1 min reduction in processing time per application for 90-95% of VAC and mail

→ Potential productivity gain of $3.5-5.5M

3

Saisie numérique – Exigences fondamentales

Ce dont nous avons besoin

Pour les passeports électroniques

- Recueillir les données de la puce intégrée

- Valider par rapport au Répertoire des clés publiques de l'OACI (vérifier la signature électronique auprès du pays de délivrance)

- Conserver une copie de la page des renseignements personnels

Pour les passeports réguliers/cartes de RPLEU*

- Saisir des données de la zone de lecture automatique ou de la page des renseignements personnels

- Conserver une copie de la page des renseignements personnels

Dans l'ensemble

- Soutien pour appareils mobiles Android/iOS

- Transmission sécuritaire à IRCC – le fournisseur de services ne conserve aucune donnée des clients

Ce que nous en tirons

Viabilité : Moins d'erreurs de saisie – IRCC n'a plus besoin de consacrer d'importantes ressources pour la validation et la correction

Intégrité : Données améliorées pour établir l'identité et détermination précoce de fraudes par la validation du passeport électronique

Service aux clients : Moins de risques de problèmes liés aux déplacements (p. ex. message d'interdiction d'embarquement de dernière minute) en raison d'une erreur du client, processus de demande facilité

La saisie numérique des données des documents de voyage est **essentielle à l'amélioration de l'intégrité de l'AVE** et au **déploiement réussi des visas numériques liés à la biométrie et aux permis d'études/de travail.**

4

*La capacité de saisir et de valider les cartes de RPLEU sera une exigence à long terme

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Key Considerations

Authorities

- **eTA:** assumed digital capture will require new regulatory authorities to collect new information at application (e.g. image of travel document biographic page; digital photo in ePassport)

- **TRV:** likely no new authorities needed since full travel document info current required at application

Technical Capabilities

- Multiple vendor solutions for digital capture solution exist – building from scratch is not the best use of IRCC resources, which could instead focus on the client facing application and ensuring integration of the back-end vendor solution

- ePassport validation has challenges – defects in some ePassports create potential for fraud false positives that a vendor solution would need to mitigate

- Testing multiple solutions before committing to a long term contract is prudent – to ensure we meet the needs of the department and can integrate with our systems

    - E.g., solution must work across both the eTA (light-touch online application outside secure channel) <u>and</u> TRV applications (detailed application that requires sign-in to IRCC secure account)

5

Principales considérations (suite)

Approvisionnement et financement

- Toutes les phases de l'approvisionnement doivent être équitables, ouvertes et transparentes.

‹

  - **Pour lancer la phase de prototype, une soumission pour accéder à du financement interne pour cette année fiscale est en cours (2020-21), un véhicule de passation de marché plus rapide. Le prototype fera partie de la demande digitale de VRT et la passation de marché est alignée sur la date de lancement du PMV prévue pour mars 2021.**

Souplesse éventuelle

-

- À long terme, IRCC pourrait aussi vouloir mettre à l'essai d'autres fonctions ou élargir leur utilisation au-delà du programme des visiteurs – une certaine souplesse dans l'entente avec le fournisseur est essentielle.

Adaptabilité en fonction des besoins du client

- Malgré l'efficacité et l'amélioration sous jacente à la saisie numérique des informations relatives aux documents de voyage, la possibilité de saisie manuelle des informations demeurera disponible pour les clients qui ne peuvent ou ne préfèrent pas utiliser la solution de saisie numérique durant le PMV.

- À long terme, on demandera aux clients d'utiliser la saisie numérique afin qu'ils ne puissent pas manipuler leurs données.

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Page 141

is withheld pursuant to sections

est retenue en vertu des articles

21(1)(b), 21(1)(c)

of the Access to Information Act

de la Loi sur l'acces a l'information

Proposed Strategy: Using an Existing Procurement Vehicle

Using the Digital and System Integration Services contracts allows IRCC to move very quickly and leverage the services and expertise of two System Integrators – Accenture and Deloitte.

1: Complete high level requirements

- IRCC to complete high-level business requirements of the Digital Capture initiative

2: Submit to Vendors

- Engage both vendors to bid on the Task Authorization work. Using the competitive TA process will ensure that IRCC receives the best value

3: IRCC Review

- IRCC to review the TA and engage in dialogue with the vendors. A winning vendor is selected

4: Task Authorization Finalization

- The TA is finalized with the winning vendor and the engagement can begin

Considerations

- From the time the requirements are submitted to the vendors, a Task Authorization should be completed and signed within a month and the engagement can begin
- Funding will be required for the prototype stage to pay vendors for development
- Care in defining the business requirements is essential since it will inform the TA responses from the vendors

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Proposed Implementation Approach

Once the Task Authorization is signed and completed, work can commence on client-facing mobile applications for TRV and eTA – linking up as RFP prototypes are available to test integration with IRCC systems

1. **Digital Journey Lab builds mobile-friendly application** that would allow clients to apply **for a TRV or eTA** – ready to integrate with a digital capture solution

2. **Digital Journey Lab works with the wining vendor to test integration** with app, allowing IRCC to assess digital capture prototype

Due to the accelerated procurement process, IRCC will be able to work simultaneously with the Digital Journey Lab and the winning vendor to integrate winning vendor's technology in an IRCC owned app that could be distributed via the app stores (iOS, Android).

Benefits

- Decouples mobile application from digital capture solution procurement ask to allow for faster delivery
- Allows IRCC to remain in control of user experience (app interface)
- Allows for IRCC ownership of mobile solution to increase ability for scale out to other lines of business
- Procurement is focused exclusively on digital capture solution vs. what IRCC can build in house

Lessons learned from the prototype will be applied to the requirements for implementation of the full enterprise solution for digital capture.

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Come together

The Department must work together to test and roll out digital capture functionality – from testing vendor solutions with a prototype to a full enterprise launch across the visitors program and eventually beyond

Digital Journey Lab	Projects Branch	IPG	Admissibility	TDSS
• Tests vendor prototypes solution for MVP • (see Annex A) • Builds integration with IRCC systems, eTA and new TRV eApp	• Coordinates procurement process for full solution	• Defines business requirements for digital capture and procurement • Prepares revised operational procedures	• Implements any necessary regulatory amendments (e.g., eTA)	• Coordinates TA under Digital Services contract for prototype • Coordinates implementation of vendor solution at enterprise level • Ensures solution can integrate with DPM

The Visitors Program launches first but any **contract and solution must be flexible enough to adapt to the needs of other programs in the future**

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MVP Phases and timelines

October 21st
Kick off Sprint 0

Create Mobile App
Capture Passport MRZ
Integration with GCMS

February
Anticipated end
date of MVP
(end of month)

Testing and
stabilization
(Feb-Mar)

Summer
- End Phase 2 MVP
- Testing and
  stabilization

November
Begin
Development
MVP
Sprint 1

March
Begin phase 2 MVP
Back end validation
Aligned with solution
procurement

Fall
Begin eTA
full service

2020 -------------------------- 2021

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Prochaines étapes

1. Élaborer les exigences relatives aux demandes de propositions pour la phase de prototype

2. Confirmer la disponibilité des fonds cette année fiscale pour le prototype (présentation prévue le 4 décembre au Comité des services ministériels et des finances (CSMF))

3. Discussions internes et externes (ASFC) sur l'approche ministérielle, afin d'assurer l'alignement des priorités.

4. Lancement du processus compétitif d'autorisation de travail pour se procurer une solution pour le prototype de capture numérique

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Annex A: TRV Digital Journey Lab: Minimum Viable Product (prototype)

PHASE 1

MOBILE APPLICATION

- IRCC Application
- Scan, read Passport
- Integration of procured solution

SCAN PASSPORT

- Scan passport
- Read MRZ
- Read e-passport chip

POPULATE APPLICATION

- Integrate mobile app and solution with an TRV IRCC application
- Automatic population of MRZ (or chip data) into TRV application
- GCMS indicator (trusted data entry for passport)

PHASE 2

BACK END VALIDATION

Perform validation:
- PKD - Is the passport valid?
- Facial recognition - Is the correct passport holder using the passport
- Chip validation – is the passport legitimate
- GCMS indicators for officers and automation rules

Timelines

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Citizenship Journey Lab Update

Digital Transformation Programme Board (DTPB)
November 23, 2020

Citizenship Journey Lab 🍁 **Mise à jour- Laboratoire des processus de citoyenneté**

Élaboration et mise à l'essai du produit minimum viable (PMV) en 12 sprints

Simplifier l'expérience client au moyen d'une intégration numérique harmonieuse permettant le travail à distance des agents.

- **Une demande numérique intuitive et dynamique incluant des validations de champs** et de l'aide contextuelle, ce qui en fait une demande conviviale qui réduit les taux de renvoi.

- **Une fonctionnalité de sauvegarde et de retour** qui permet aux clients de terminer une demande incomplète, ce qui réduit leur frustration et augmente la facilité d'utilisation.

- **Téléchargement de documents à l'appui pour une transmission par voie électronique.**

- **Paiement en ligne et téléchargement d'une preuve de paiement, ce qui facilite le processus de demande.**

- **Confirmation de l'envoi de la demande et de sa recevabilité, ce qui crée de la transparence pour les clients pendant le processus de demande.**

Progress: MVP Launch by end of Nov-On track

- **Sprinting began on August 19**
- **Successfully completed 13 sprint cycles.**
- **Completed the development of the features for the MVP as scheduled on Nov 17.**
  Some of the features developed include
  - **Screening questions to allow for the MVP to launch to a small segment of clients,**
  - **The foundation of the application**,
  - **The client account authentication process,**
  - **The agent intake tool**

- **From an infrastructure perspective,** successful connection of front-end data to the back-end server and data and supporting documents are able to successfully integrate to GCMS.

- **Risks and dependencies** workshop conducted with participants from across the department (networks, CEB).

- In collaboration with CEB, held **11 usability testing sessions and analyzed user feedback.**

- Discussions ongoing with stakeholders on the MVP **operationalization and identify a soft launch approach.**

Prochaines étapes

En vue du lancement prévu du PMV pour le 30 Novembre l'équipe du laboratoire planifie de:

- Mettre l'accent sur les tests de l'application et la résolution des bogues
- Débuter les tests avec les Ems de l'outil de traitement le 23 novembre
- Amorcer une quatrième série de sessions de rétroaction avec les clients

Dans le cadre des processus de gestion du changement, des présentations et des séances de questions et réponses sont prévues avec RC et RD, des juges de la Citoyenneté, la DGEC, ainsi que DGOPCP

Le lancement du PMV pour l'outil des agents pourrait être retardé au 7 Décembre, en raison du retard encouru sur les tests de l'outil pour les agents de traitement.

The MVP features and outcomes as part of the Citizenship "North Star" One year roadmap
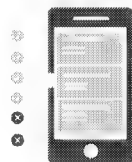
Apply
Digital intake allows clients to complete and submit applications online at their own pace

Impact[1]
Leading potentially to 90% reduction in E2E duration during Apply phase

Processing
Automation expedites non-risk related decision-making, allowing agents to spend time on the tasks and decisions that matter

Impact[1]
Leading potentially to up to 40-55% reduction in agent processing time

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TRV - Client Journey Lab Update

Digital Transformation Programme Board (DTPB)
November 23, 2020

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Canada

Immigration Refugees and Citizenship Canada
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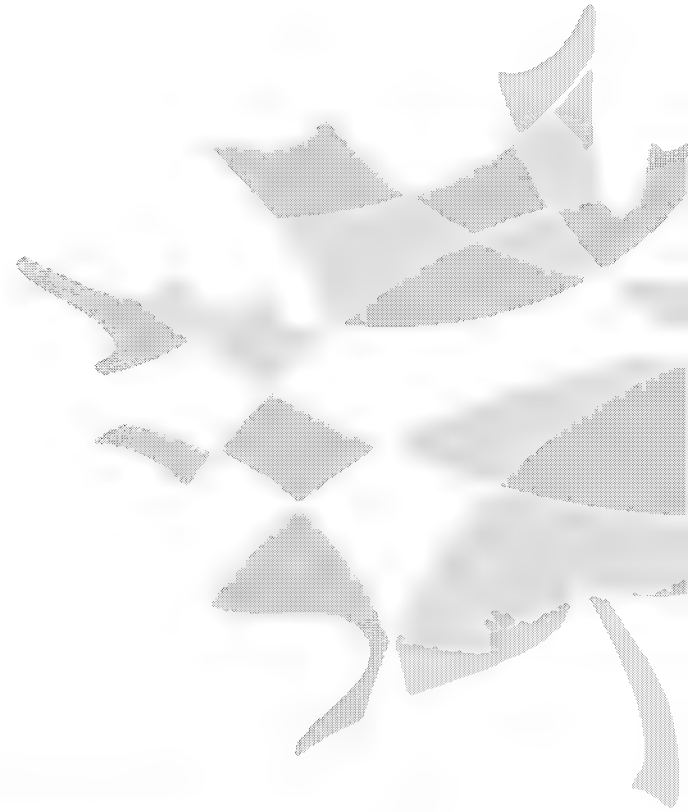
TRV Lab Client Team

Seek

February 24, 2020 (First MVP) –
The Journey Lab has deployed client seek pages: Find out tool, visitor overview, Non-passport holders, eligibility page, explain pages and apply on paper.

Find out Tool: Recent results are showing an overall increase of 9% in ease of use (now at 82%) – 84% for mobile users

Devices used to
access site content

46% Mobile   **54%** Desktop

Demande

Le PMV Demande, lancé le 20 juillet, est une version conviviale, basée sur le nuage du formulaire de demande de VRT.

En date du 11 Novembre, totaux cumulatifs (depuis le 20 juillet) :
- **1448 utilisateurs ont accédé au formulaire de PMV**
- **588 (40 %) ont rempli le formulaire**
532 courriels envoyés
- **53.4 % ont commencé le processus de demande dans MonCIC**
- **72 personnes ont payé leur demande et l'ont transmise**
- **1 demande a été approuvée**
- **2 demandes refusées**

Les premiers indicateurs montrent que les demandes reçues sont dument remplies, ce qui indique favorablement une réduction du le taux de demandes incomplètes.

3 % des utilisateurs ont répondus a un sondage. À ce jour, les répondants ont trouvé le formulaire très facile à utiliser.
« Tout était très clair et compréhensible, et aussi très utile. »

Digital Capture

Digital Capture (DC) is the foundation to going fully digital as it will provide the ability to scan passport information from the machine readable zone and the embedded chip, read information and then automatically populate all biodata application fields using Optical Character Recognition (OCR), and then validate Digital Travel Credential (DTC).
DTC is a cryptographically secure and verifiable digital representation of a physical ePassport. In the future, this same technology can be leveraged to support multiple LoBs,

High level objectives for MVP:
- **Enhance** program integrity and client experience by reducing data entry errors upfront and validating travel documents
- **Experiment** with DC/ mobile application functionality in a controlled environment (apply MVP) fail fast!
- Create a stable and **scalable** solution for TRV and eTA

Sprint 0 began on October 21.
The Lab is still awaiting for Hardware to be delivered by SSC, ETA was Nov 14.

Rollout Plan – Digital Capture

October 21
Kick off Phase 1
TRV

Create Mobile App Capture Passport MRZ Integration with GCMS

February
Anticipated end date of MVP Phase 1

Summer
- End Phase 2 MVP
- Testing and stabilization

November
Begin development MVP Phase 1

Testing and stabilization (Feb-Mar)

March
Begin phase 2 MVP Back End Validation

Fall
Begin eTA full service

2020

2021

Résultats visés

Résultat visé : Réduire le taux de demandes irrecevables

Résultat visé : Améliorer l'expérience client

Résultat visé : Améliorer l'intégrité du programme grâce à la validation du DVN.

As of November 18 2020

TRV - Client Journey Lab Update - Chinook

Digital Transformation Programme Board (DTPB)
November 23, 2020

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and Citizenship Canada
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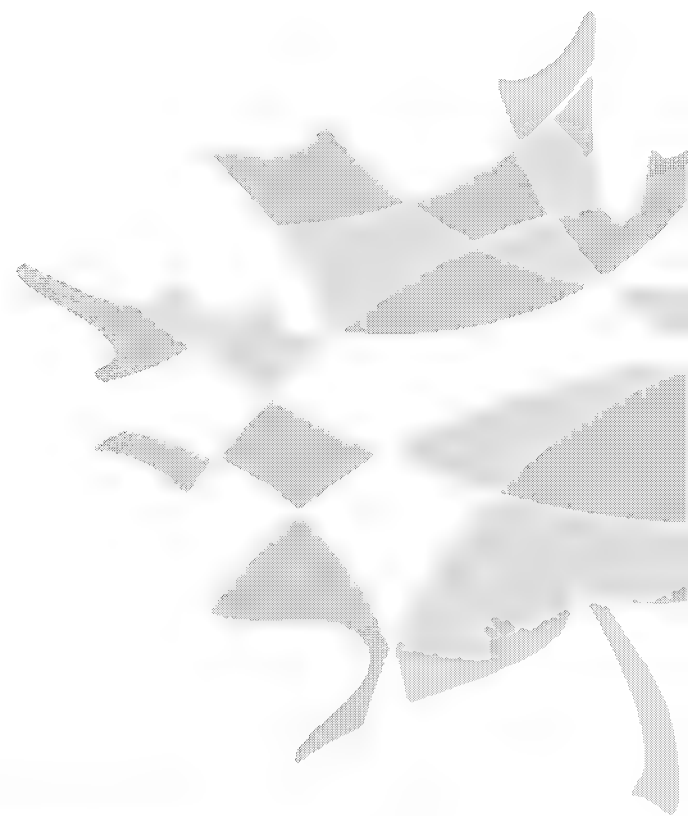
Chinook+ : Mise à jour sur le plan de mise en œuvre révisé et impacts de la COVID

CHINOOK+

Features

The TRV Journey Lab has recently completed the development of Chinook + and a GCMS Chinook Tab which incorporate the following features:

1. More detailed Biometrics Data to facilitate officer review.

2. Automation of administrative tasks to simplify transfer of data from Chinook to GCMS .

3. More detailed Admissibility Information provided to officers in Chinook, leveraging existing GCMS automation rule information.

Conséquences de la COVID sur la mise en œuvre

* Un nombre de dossiers insuffisant pour les tests en raison des instructions ministérielles (IM) :
La mise en œuvre initiale de Chinook+ devait se dérouler de mars à mai 2020 et inclure tous les bureaux avant l'été 2020.
Les IM permettent un traitement limité, ce qui fait qu'il n'y a pas suffisamment de dossiers disponibles pour effectuer des tests rigoureux dans un environnement réel.

* Pivot du Laboratoire des processus vers d'autres secteurs d'activité :
De mars à juin 2020, face à une interruption de la mise en œuvre, l'équipe des agents du Laboratoire des processus de VRT a redirigé ses efforts et élargi la fonctionnalité de Chinook + pour inclure quatre autres secteurs d'activité liés à la résidence temporaire : permis d'études, permis de travail, prorogations de permis d'études et de permis de travail.

Status and next Steps

* Chinook+ Production testing :
New OICs have recently increased the number of files available for production testing. However, the overall volume of files available for testing remains low. Tests were conducted for a sample of CN SP, files and WP and SP Extension files and a small number of SP files with IRCC Shanghai. Reports indicate that the application was slow to load files, but otherwise stable and no issues with functionality were observed. Further testing with IRCC Shanghai is planned.
* Migration to Cloud:
Sprint 0 with external Avanade/Microsoft contractors started on Nov 2 to develop high level requirements for the MVP.
Sprint 1 started on Nov 16th. Sprints are planned to span a two week period.
Work to continues to secure access to IT environments needed to support the project and project schedule adjusted.
First prototype is expected to be ready for user testing 4-6 weeks from start date.
Pilot for MVP planned for December 2020.
End of Feb 2021 start of Phased Roll-out until March 2021.

Revised Rollout Plan

Completed   In Progress   Pending Ministerial Instruction changes →

Functionality Testing/Timing: CPC-O CPC-E RROC	Functionality Testing: In CDA	Phase 0: Lab Production Testing	Phase 1: Overseas Functionality Testing/Timing (Limited officers)	Phase 2: Overseas Functionality Testing/Timing (Limited offices)	Phase 3: Overseas Functionality Testing/Timing (Select Areas)	Phase 4: Overseas Functionality Testing/Timing (All overseas offices)
	3 WEEKS	3 WEEKS	3 WEEKS	3 WEEKS	3 WEEKS	3 WEEKS
Several officers at each office	Journey Lab Officers	2-3 Journey Lab Officers	2-3 officers: China Network London	2-3 offices where Officers are not working remotely	Expand to area with majority of Officers not working remotely	Expansion to all Overseas offices

Migration to Cloud started on Nov 2nd

Mar-July   Aug-Oct

Mesure des résultats et paramètres

Résultat visé : Augmenter la productivité des agents

Méthodologie : Base de référence fondée sur le temps d'exécution des tâches avant et après la mise en œuvre du PMV pour un sous-ensemble d'agents.
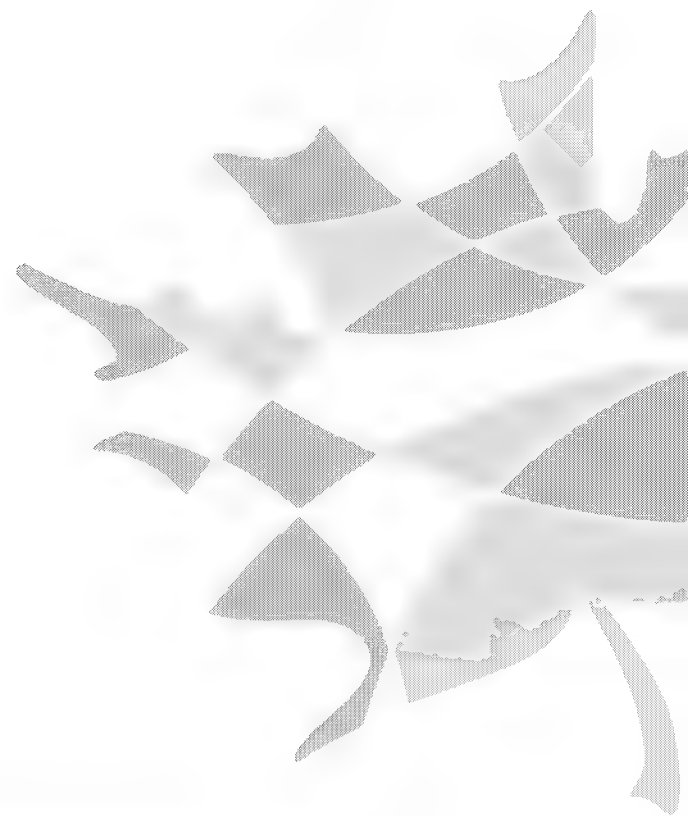
Résultat visé : Améliorer l'expérience de traitement des agents

Méthodologie : Formulaire de rétroaction qualitative envoyé aux agents participant à la mise à l'essai.

En date du 18 Novembre 2020

TR eApps Update

Digital Transformation Programme Board (DTPB)
November 23, 2020

BUSINESS OVERVIEW

- The **Temporary Resident Electronic Application (TR eApp)** project started in June 2017.
- **Project Scope**: Develop a dynamic electronic application for Temporary Resident Visa, Student and Work Permits. Information gathered through this eApp, including all supporting documentation, will be digitally transferred and managed in GCMS to enable more efficient and effective processing, including data capture to enable potential automated decision processing.
- The **TR eApp** project was moved within the structure of the **Digital Visitor Journey Lab** in September 2019 to manage the scope and business alignment.
- Significant technology and human resource challenges impacted the delivery schedule.

BUSINESS VALUE AND EXPECTED OUTCOMES

- **Manage the significant growth in TR application volumes** by increasing the number of digital applications, allowing for a more effective transfer of applications between networks thus enabling a more seamless distribution of workworkload balancing, reduction in errors in applications and eliminating duplicative requests.
- **Improve client experience** for TR applicants by simplifying the application process
- **Improve processing and efficiency** for Processing officers
- **Improve data collected and the rendering of decisions**
- Improve analytics and reporting while ensuring a more structured collection of data
- **Maintain (or improve) program integrity**

PRIORITY LIST

1. **TRV** - highest number of applicants
2. **IRCC Portal**
3. **Student Permit** – 2nd highest number of applicants
4. **Work Permit** – 3rd highest number of applicants
5. **IRCC Portal authorized paid reps**
6. **In- Canada extensions**
   - **Student Permit**
   - **Work Permit**
   - **Visitor Record**

Priority for Work Permit and Rep portal may be revised

TR eApps – TEMPORARY RESIDENT VISA PROJECT (TRV) STATUS

Development of the TRV TR eApps completed, including:
- Improved and simplified website pages by integrating the Seek MVP of the TRV digital Journey lab (Seek MVP)
- Incorporated chinook to help officer processing completed by the TRV digital Journey Lab
- Components that will support cloud connectivity and security infrastructure
- IRCC Portal & Temporary Resident Visa are in the cloud and are being tested

Production pilot scheduled for the week of November 23rd
- Operational Readiness – Deployment and post implementation activities (Planning) including required security updates
- Addressing outstanding bugs and completing final landing tests
- Change Management support material was circulated to partners and is being finalized
- Communication material on Connexion and announcement are underway

TR eApps - Student Permit/ TR eApps – Work Permit

- **Study Permit :** - Shared commonality with TRV - 86% of the TRV modules can be reused for Study Permit modules
  - Development In progress (Approximately 25% completed).
  - **Planned for GCMS Release 25**
- **Work Permit :** - Shared commonality with TRV and SP – over 55% of the TRV and SP modules can be reused for the Work Permit modules.
  - WP is more complex than TRV or SP, and therefore will need to take more time to develop and test.
  - ITO confirmed that OWP can't be accelerated before June and therefore all of the WP modules is **targeted to be delivered for R26**. Waiting for confirmation with from IT OPS
  In the meantime, work continues on requirements: Review of all WP modules, questions, triggers/logic and OWP document determination rules completed

RISKS :
- TR Secure Open API and PGP continues to draw resources from the TR eAPPS project which can severely impact the deployment schedule.
- Competing priorities like Disaster Recovery (DR can impact the delivery of TR eApps for Student Permit and Work Permit).

000155

Digital Platform
Modernization

DPM BUDGET ALLOCATION

Digital Transformation Programme Board (DTPB)
January 22, 2021

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Objectif

La présentation vise à obtenir une approbation pour les éléments suivants :

1. Gouvernance, structure financière et production de rapports visant le projet;

2. Déblocage des fonds restants pour l'exercice financier 2020-2021 (en sus de l'avance de 3 M$) selon les prévisions mises à jour de la MPN;

3. Stratégie d'affectation de 2021-2022 pour l'exercice financier 2021-2022.

2

Contexte

- Le pouvoir de dépenser et l'AP s'inscrivent dans l'autorité actuelle de projet d'IRCC (niveau 2).

- Les équipes de projets ont lancé les activités de planification et de conception détaillées.

3

Funding Governance and Reporting - Overview

- The two DPM projects (Cloud and Technical Debt Reduction) will be managed under the Digital Strategy Branch following the IRCC Project Management Framework. The Business Process Optimization (BPO) activities are considered operational and will be conducted by the Transformation Branch.

- The Digital Transformation governance structure will oversee both BPO and DPM, with key decisions and approvals, including key risks (see Annex C) by the Transformation Committee, chaired by the Deputy Minister.
  - o The DPM projects will establish the DPM Project Management Board; targeted to begin in February.

- DPM includes resources for the Delivery Management Office and Resource Management in Finance to track and monitor project expenditures against forecasts and budget allocations.

- Financial reporting will be aligned with the departmental financial situation reporting schedule and will be undertaken in collaboration with project leads in order to provide meaningful project metrics and reporting to senior management.
  - o Reporting will be aggregated according to the proposed financial plan of the Programme which is required to align with project management practices.
  - o Approval of change requests to move funding or to seek funding form the contingency will follow the project's approved governance.

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Project Scope - Key Deliverables

Scope Statement   IRCC's long-term goal is to have an enterprise-wide platform that delivers new and modernized capabilities for all business lines. To support this long-term goal, the Digital Platform Modernization (DPM) Programme will be delivered using a three-phased implementation approach:

Phase 1 – Stabilize: To achieve stable legacy systems via the early critical projects and to identify and further define the DPM Phase 2 Standardize. The high level activities for Phase 1 include:
- Execution of Critical Stabilization Sub-Projects: To initiate and complete the identified critical sub-projects to achieve the required stabilization prior to initiating the standardization phase; and
- Project Definition of the Standardize Phase: To plan and prepare for execution activities, dependencies, risks, and planned spending to support the Phase 2-Standardize Phase Technical Debt Reduction (TDR) and Cloud projects.

Phase 2 – Standardize: To achieve stable legacy systems and establish a reliable environment for transformation. Further, to build upon business process optimization and achieve reduced "technical debt" that de-risks future system use. Finally, to secure enterprise cloud connection and develop the key building blocks for the future system (e.g. reimagined business models and design work to guide the transition stage).

6

Portée du projet – Éléments livrables clés

Énoncé de la portée –
suite

Réduction de la dette technique – 6 volets de travail
1. Mise en œuvre d'une plateforme d'intégration moderne
2. Amélioration de la sécurité des TI
3. Mise à niveau de Siebel
4. Mise à niveau des composantes de la solution
5. Mise en œuvre de meilleures façons de travailler
6. Création des environnements au-delà de la RD

Nuage d'entreprise – 2 volets de travail
1. Adoption de l'infonuagique
2. Connectivité au nuage d'entreprise

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Project Scope - Key Deliverables

Phase 1 Deliverables to reduce existing pressures within the legacy system	**Phase 1 TDR Deliverables:**
	1. Three Critical Stabilize sub-projects
	 • *Hybrid Integration Platform* - The implementation of key required capabilities for the platform; specifically implementing the replacement of the API gateway and validation of the Hybrid Integration Platform.
	 • *Siebel Upgrade* - Upgrading from the 2016 version of Siebel to 2017. This must be complete to move IRCC onto a supported version of the platform and is a precursor to the migration to 2019 (subsequent sub-project).
	 • *Ways of Working* – Several critical elements that need to be addressed to reduce immediate pressures.
	2. Definition of Phase 2 TDR
	
	Phase 1 Cloud Deliverables:
	1. One Critical Stabilize sub-project
	 • *Cloud Architecture & Governance Core Capabilities* – To establish the foundational elements for Cloud including:
	  o Implementation of the Cloud Centre of Excellence including establishing the enterprise capabilities to facilitate cloud adoption
	  o Implementation of an enterprise grade network between IRCC's on-premise environment and the Cloud environments.
	2. Definition of Phase 2 Cloud

Schedule	Phase 1: December 2020 to September 2021 Phase 2: October 2021 to March 2023

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Budget Allocation For 2020-21 - Recommendation

- DPM is estimated to spend approximately $6.8M this fiscal year (Dec – Mar) to perform planning activities.
- Branches Digital Strategy and Transformation received a $3M advance for the DPM initiative therefore an additional $3.8M is required this fiscal year.
- The remaining available funding will be proposed for a re-profile providing alignment between delayed activities and funding for future years.

Proposed Budget Allocation for FY 2020-21:

Digital Platform Modernization Phase 1 & 2	2020-21 Budget Requirements *			Anticipated Reprofile			Total		
	Appropriation	Revolving Fund	Total	Appropriation	Revolving Fund	Total	Appropriation	Revolving Fund	Total
Technical Debt Reduction	1,418,866	945,911	2,364,777	513,483	340,848	854,331	1,932,349	1,286,759	3,219,108
Enterprise Cloud	366,519	244,346	610,865	1,292,506	851,722	2,144,228	1,659,025	1,096,067	2,755,093
Business Process Optimization	1,852,843	-	1,852,843	168,159	-	168,159	2,021,002	-	2,021,002
Supporting WPs and Internal Services	978,215	403,421	1,381,636	1,708,661	1,001,219	2,709,880	2,686,876	1,404,640	4,091,516
Contingency	-	-	-	1,421,271	757,521	2,178,792	1,421,271	757,521	2,178,792
EBP	419,196	134,275	553,471	239,246	79,537	318,783	658,442	213,813	872,255
SSC and PSPC AR	201,835	-	201,835	212,740	-	212,740	414,575	-	414,575
Total	5,237,474	1,727,953	6,965,427	5,556,066	3,030,847	8,586,914	10,793,540	4,758,800	15,552,340

Total may not add up due to rounding

*Includes amount for advance already allocated

Details of allocations can be found in Annex B (provides split by Branch, with Capital and Salary/non-salary and Contingences)

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Prochaines étapes

- Élaborer des plans détaillés pour l'exercice financier 2021-2022 et mettre à jour les affectations budgétaires en fonction du calendrier révisé (ce qui pourrait également comprendre quelques avances pour 2022-2023, au besoin). – Veuillez consulter l'annexe D pour obtenir une liste des jalons.

- Collaborer avec les RH et les Finances pour répondre aux défis liés aux ressources afin d'atteindre les jalons à venir.

- Mettre en œuvre le cadre de suivi et de production de rapports financiers.

- Continuer d'élaborer des artéfacts pour les projets de RDT et de nuage, dans le but d'obtenir l'approbation de projet du point de contrôle 4 en février 2021.

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Annex A - Programme Financial Structure And Governance

The Programme will leverage project management practices to manage individual projects comprised in the Programme:

➢ The proposed financial structure ensures adequate tracking against respective projects (Project Authorities and Budgets) while providing project and financial management stewardship required to satisfy TBS's expectations.

➢ While Journeys are not considered as projects, they will also be subject to specific tracking providing capacity to report on advancement of work and costs within the overall Transformation agenda.

Work Packages 1 to 11 – Supporting Activities I/O 1001140	Work Package 12 – Project Delivery		
	Business Process Optimization	Technical Debt Reduction Project (TDR) I/O 1001141	Enterprise Cloud I/O 1001142

Treasury Board Project Gating Management

Programme Management, Governance, Quality, Assurance, Monitoring and Control

Programme Delivery

Value and Benefits Management

Procurement Support

Supporting Strategies

Architecture (Enterprise, Solution, Data)

Stakeholder Engagement, Change Management, Training

Legislative, Regulatory, Policies
Specific to Strategic Policy and Planning Branch

Privacy and IT Security
Specific to Integrated Corporate Business (ICB)

Internal and Corporate Services Support
Specific to Financial Strategy and Financial Partnership Branches

Journey Family Class Spousal (I/O 1001144)

Journey - Economic Class (I/O 1001145)

Journey – Work Permit (I/O 1001146)

Journey – Study Permit (I/O 1001147)

Journey – Electronic Travel Authorization (eTA) (I/O 1001148)

Journey – Digital Intake (I/O 1001149)

Journey – MyAccount (I/O 1001150)
Specific to Client Experience Branch

A - TDR Security

B - TDR Integration Platform

C - TDR Ways of Working Org Model

D - TDR Environments beyond DR

E TDR Siebel Upgrade

F - TDR Solution Components

A - Cloud Adoption

B - Enterprise Cloud Connectivity

Program Inventory (Activity)
- P3. Temporary Workers
- P6. Family Reunification
- P11. Citizenship
- P12. Passport
- Internal Services A. Management & Oversight Services
- Internal Services E. Financial Management Services
- Internal Services G. Information Technology Services

Project and Investment Funds
Operating:
- Appropriation Salary and Non-Salary (vote 1) Fund: 0300 – Salary: 0640 - Non-Salary
- Revolving Fund Salary and Non-Salary Fund: 0503 – Salary: 0643 – Non-Salary

Capital:
- Appropriation Capital (Vote 5) Fund: 5561 – Salary: 5560 – Non-Salary
- Revolving Fund Capital Fund: 5564 Salary: 5563 - Non-Salary

✓ Changes of scope, schedule and costs for each projects will be processed via a change request regime and submitted to proper governance.
✓ Access to contingencies will also follow the change request regime.
✓ Still need to confirm the level of delegated authority to approve such allocations to allow sufficient flexibility and timely decisions.

Annex B – Detailed Allocations For FY 2020-21

Digital Platform Modernization Phase 1 & 2	A 2020-21 Budget Requirements					B 2020-21 Advance					C = A - B Remaining Budget Amount to Allocate to Branches				
	Appropriation	Capital	Revolving Fund Operating	Revolving Fund Capital	Total	Appropriation	Capital	Revolving Fund Operating	Revolving Fund Capital	Total	Appropriation	Capital	Revolving Fund Operating	Revolving Fund Capital	Total
	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
Financial Partnership Branch	207,104	-	77,282	-	284,386	-	-	-	-	-	207,104	-	77,282	-	284,386
Supporting WPs and Internal Services	207,104	-	77,282	-	284,386	-	-	-	-	-	207,104	-	77,282	-	284,386
Financial Strategy Branch	86,812	-	32,429	-	119,241	-	-	-	-	-	86,812	-	32,429	-	119,241
Supporting WPs and Internal Services	86,812	-	32,429	-	119,241	-	-	-	-	-	86,812	-	32,429	-	119,241
Integrated Corporate Business	28,076	-	-	-	28,076	-	-	-	-	-	28,076	-	-	-	28,076
Supporting WPs and Internal Services	28,076	-	-	-	28,076	-	-	-	-	-	28,076	-	-	-	28,076
Administration Security & Accommodation	160,005	-	5,173	-	165,178	-	-	-	-	-	160,005	-	5,173	-	165,178
Supporting WPs and Internal Services	160,005	-	5,173	-	165,178	-	-	-	-	-	160,005	-	5,173	-	165,178
Communications	1,982	-	795	-	2,778	-	-	-	-	-	1,982	-	795	-	2,778
Supporting WPs and Internal Services	1,982	-	795	-	2,778	-	-	-	-	-	1,982	-	795	-	2,778
Financial Operations Branch	9,585	-	3,846	-	13,431	-	-	-	-	-	9,585	-	3,846	-	13,431
Supporting WPs and Internal Services	9,585	-	3,846	-	13,431	-	-	-	-	-	9,585	-	3,846	-	13,431
Human Resources Branch	29,932	-	12,010	-	41,941	-	-	-	-	-	29,932	-	12,010	-	41,941
Supporting WPs and Internal Services	29,932	-	12,010	-	41,941	-	-	-	-	-	29,932	-	12,010	-	41,941
Digital Strategy Branch	643,223	815,781	428,815	543,854	2,431,673	932,650	280,800	621,766	187,200	2,022,416	(289,427)	534,981	(192,951)	356,654	409,257
Technical Debt Reduction	-	697,335	-	464,890	1,162,225	-	280,800	-	187,200	468,000	-	416,535	-	277,690	694,225
Enterprise Cloud	248,073	118,446	165,382	78,964	610,865	466,325	-	310,883	-	777,208	(218,252)	118,446	(145,501)	78,964	(166,343)
Supporting WPs and Internal Services	395,150	-	263,433	-	658,583	466,325	-	310,883	-	777,208	(71,175)	-	(47,450)	-	(118,625)
IT Operations Branch	59,569	721,531	8,452	481,021	1,270,573	-	-	-	-	-	59,569	721,531	8,452	481,021	1,270,573
Technical Debt Reduction	-	721,531	-	481,021	1,202,551	-	-	-	-	-	-	721,531	-	481,021	1,202,551
Supporting WPs and Internal Services	59,569	-	8,452	-	68,022	-	-	-	-	-	59,569	-	8,452	-	68,022
Transformation Branch	1,852,843	-	-	-	1,852,843	977,583	-	-	-	977,583	875,260	-	-	-	875,260
Business Process Optimization	1,852,843	-	-	-	1,852,843	977,583	-	-	-	977,583	875,260	-	-	-	875,260
Total	3,079,131	1,537,312	568,803	1,024,875	6,210,120	1,910,233	280,800	621,766	187,200	2,999,999	1,168,898	1,256,512	(52,963)	837,675	3,210,121
Reserve (Contingency)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EBP	327,104	92,092	73,790	60,485	553,471					-	327,104	92,092	73,790	60,485	553,471
SSC and PSPC AR	157,495	44,341	-	-	201,835					-	157,495	44,341	-	-	201,835
Grand total	3,563,730	1,673,744	642,593	1,085,360	6,965,427	1,910,233	280,800	621,766	187,200	2,999,999	1,653,497	1,392,944	20,827	898,160	3,965,428
Total may not add up due to rounding		5,237,474		1,727,953			2,191,033		808,966			3,046,441		918,987	

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Annex C - Top 3 Risks

	Risk Statement	P	I	
1	**Challenges with enabler processes.** Internal HR processes for FTE positions/classifications and the ability to attract talent, as well as the need for flexible and streamlined Finance processes may impede the DPM projects to move forward with critical resourcing needs and long term contract negotiations.	High	High	1) Establish regular touchpoints at the DG level with HR and Finance to address immediate needs and make decisions quickly. 2) Assign dedicated resources from HR and Finance to support the DPM projects. 3) Escalations will be channelled through the Digital Transformation governance structure.
2	**Competing IT priorities.** With numerous Departmental initiatives and continued business demands on IT, there may be capacity restraints to deliver upon the multi-year DPM priorities.	High	Med	1) IRCC has developed a business intake board to assess requests for new business capabilities to minimize capacity issues through prioritization and dependency reviews. IRCC has identified DPM as a priority initiative and new requests will be assessed by the impact on DPM milestones and resources requirements as part of the prioritization process. 2) IRCC will minimize the number of new business changes to GCMS during the implementation of DPM. Recommended changes to GCMS will be presented at the Enterprise Architecture Review Board prior to discussions through the Change Control Board. 3) Escalations will be channelled through the DPM governance structure.

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Annex C - Top 3 Risks

Risk Statement	Prob		Mitigation
3 **Meeting the needs and expectations of multiple stakeholder groups.** Due to the large and complex nature of the DPM initiative, there are a significant number of stakeholder groups with varying levels of impact and influence. Impacted stakeholders will require different communication, engagement and change management activities to support them throughout the initiative. There is a risk that the DPM team will not be able to meet the needs and/or expectations of its impacted stakeholders due to the varying needs of these groups.	Med	High	1) Develop a comprehensive understanding of DPM's impacted stakeholder groups (complete detailed stakeholder impact assessments for the 3 Strategic Areas of Focus). 2) Align closely with the Program Transformation Office (TO) to build comprehensive and cohesive messaging around Digital Transformation at IRCC and how DPM fits. Continue regular communication and touch points with the TO throughout the initiative. 3) Begin execution on the broad Stakeholder Engagement and Communications Plan (executing activities such as DPM Information Sessions, Sponsor Emails and updates to the Transformation Connexion Site). 4) Develop detailed tactical Stakeholder Engagement and Communications Plans for the 3 Strategic Areas of Focus (TDR, Cloud, BPO) and begin execution of those activities. 5) Develop a Change Network within IRCC to advocate for DPM, help spread messaging and information, answer questions and act as a two way communication channel between stakeholders and the initiative team.

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Annex D - DPM Milestones To End Of Fiscal Year 2021/22

Date	Milestone Achieved
February 2021	Phase 1 Cloud and TDR Project Charters Approved
May 2021	Phase 1 Projects at ARC Prior to GC EARB
June 2021	Phase 2 Definition Complete
July 2021	Enterprise Cloud Centre Of Excellence Setup Complete
September 2021	Phase 1 HIP & Siebel Upgrade Infrastructure Implementation Complete
September 2021	Phase 1 Project Closure
October 2021	Phase 2 Cloud and TDR Project Charters & Project Management Plans Approved
November 2021	Phase 2 HIP Migration Plan Approved / Migration Started
December 2021	Phase 2 Implementation of Cloud Enterprise Tooling
January 2022	Phase 2 Legacy Infrastructure Decommissioning Plans Approved
February 2022	Phase 2 Implementation of Target State Enterprise Identity & Credential Access Management Architecture
March 2022	Phase 2 Security Encryption Plans Approved

Digital Journey Labs / Digital Factory: Progress update and prioritized focus for the next 90 days

Digital Transformation Programme Board (DTPB)
January 22, 2021

Mise à jour opérationelle: Laboratoires numériques
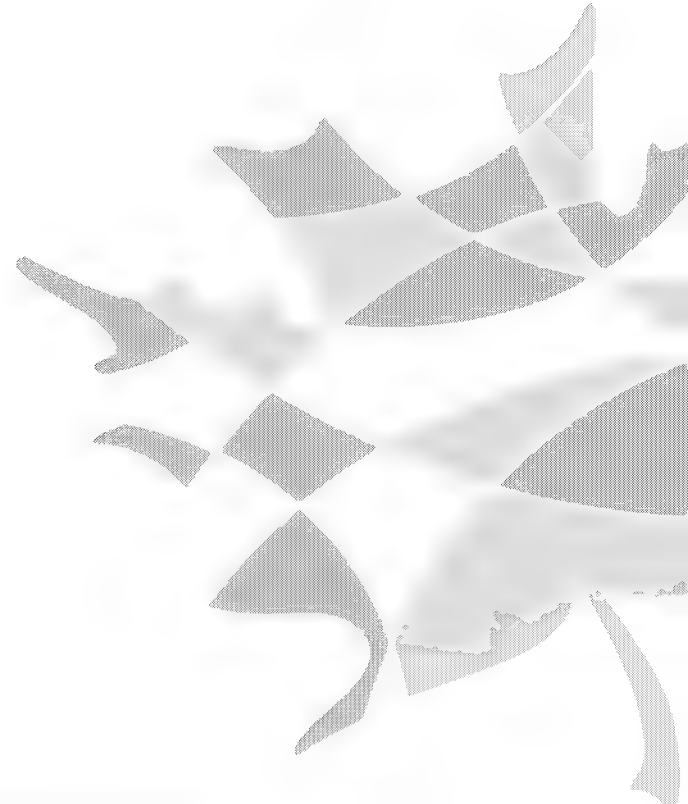
	Recent Accomplishments	Plan pour les prochains 90 jours	Outcomes/Impacts
01 TRV Lab *(Client Team)* One-pager update	✓ **Digital Capture:** Endorsement of Business Case at CFC. Design of User Interfaces for Android and iOS is underway. ✓ **Seek MVP:** Changes made to identify **COVID priority applicants and** routed them to the new IRCC Portal path and dynamic TR eApp.	**Capture numérique** : • Sélection de la solution du fournisseur d'ici fin janvier 2021. • Déploiement du prototype (création de l'application mobile de capture du passeport MRZ, intégration avec le SMGC) d'ici fin mars 2021.	• 100% digital seek and apply end-to-end client experience, linked with digital/automation enabled officer processing*. • 20-25% reduction in processing times*. • Enhanced program integrity and client experience by reducing data entry errors upfront and validating travel documents*. * *Impact of North Star Vision at full run-rate value*
01 TRV Lab *(Officer Team)* One-pager update	✓ **Chinook +:** Chinook+ has been stabilized and is being tested with 4 IN offices as well as with CN offices for extension files. ✓ **Migration to cloud:** Chinook 1.5 development is continuing in the IRCC Azure cloud.	• Finaliser les tests de production de Chinook + avec les bureaux au Canada et l'étranger. • Développer la fonctionnalité de Chinook Mod1 pour les demandes RT et RP. • Amorcer le déploiement progressif de Chinook 1.5, (info-nuage) en février 2021.	• Increased officer productivity and improved officer processing experience.
02 Citizenship Lab One-pager update	✓ **1,171 online applications received (as of Jan 9)** via new online client application. ✓ **Client tool MVP was** launched on Nov 30 and the **Agent tool MVP on** Dec 16.	• Finaliser l'intégration des demandes reçues dans le SMGC. • Poursuivre le déploiement progressif du PMV client pour atteindre 100 % du trafic internet d'ici la fin mars 2021. • *Sprints* à partir de février 2021 pour la prochaine épopée de gestion des demandes incomplètes.	• Digital Intake will lead potentially to **90% reduction in E2E duration during Apply phase***. • Automation expedites non-risk related decision-making, leading potentially to up to **40-55% reduction in agent processing time***. • Enables remote/digital processing amidst COVID. * *Impact of North Star vision at full run-rate value*
03 PR SCLP Lab One-pager update	✓ **Kick off on Jan 11, 2021.** ✓ **Pre-baselining started late December** with the gathering of existing data and artefacts. ✓ **Hiring and onboarding of Digital team.** ✓ **Onboarded SMEs.** ✓ Definition of a renewed **engagement and change management strategy.**	• Activités de référence de base de janvier à février 2021. • Coordination étroite avec d'autres initiatives numériques liées au regroupement familial des époux-conjoints de fait. • Début des travaux de la conception à partir de zéro début mars 2021.	• Building a re-imagined end-to-end digital client and officer experience. • Single streamlined process all FC SCLP applications (In Canada and overseas).

2

Mise à jour opérationelle: Laboratoires numériques et initiatives de partenariat

	Recent Accomplishments	**Plan pour les prochains 90 jours**	**Outcomes/Impacts**
TRV eApps One-pager update	✓ TRV TR eApps pilot was launched on November 26, 2020. The dynamic online application has been integrated with the new IRCC Portal in the cloud and GCMS. ✓ SP TR eApp is on track. Development completed and currently testing all scenarios and resolving bugs. ✓ COVID priority applicants: Seek modifications to identify these applicants were integrated with the dynamic TR eApp development into the test environment.	• **eApp RT- Permis d'études**: • Ciblage de R25 (23 février) avec un plan de déploiement progressif (pilote). • Début le 14 janvier des tests utilisateurs. • **Demandes prioritaires Covid**: • Ciblant un déploiement le 26-27 janvier,	**TR eApp:** • **Improves the client experience.** • **Improves processing and efficiency** for Processing officers. • Reduces errors in data entry. • Eliminates the possibility of an incomplete submission; resulting in processing delays. • **Improves data collected and the rendering of decisions.** • Improves analytics and reporting while ensuring a more structured collection of data. • **Maintains (or improves) program integrity.**
TR to PR Pathway	✓ High level work plan completed within Digital Journey Lab. ✓ GCMS requirements completed. ✓ CR was submitted to IT Ops on Jan 4. ✓ Approved by ExCom on Jan 13 to move forward on the 3 identified pathways. ✓ Working closely with IPG to finalize the eligibility requirements.	• **Phase 1 prévue pour être complétée d'ici le 19 février 2021** pour l'outil de demande basé sur les MVP de la Citoyenneté (éligibilité, portail, outil de traitement). • **Phase 2 prévue pour être complétée d'ici le 16 mars 2021** (R25.03) pour l''intégration avec le SMGC.	• Short-term solution supporting efforts towards levels commitments by accessing a new pool of PR applicants. • Aid in the transformation vision of the department by further elaborating on digital applications available to clients. • Provide a straightforward method of digital intake improving processing efficiency. • Help support department efforts in response to COVID-19 impacts.

3

Digital Factory: Building Digital Services to Meet Departmental Priorities

Rapidly building the digital services to meet our departmental priorities in 2021 and establishing capabilities to ensure sustainability for our future

La vision de la Fabrique Numérique a a pour objectif de:

- Mettre en place une structure organisationnelle Agile permanente composée de plusieurs laboratoires numériques chapeautés par le Centre d'Excellence (CDE).
- Permettre la livraison rapide de services numériques pour garantir le respect de nos engagements en matière de numérisation et de transformation.
- Soutenir la reprise de notre travail en tant que ministère et fournir des services aux clients (avec la demande croissante pour les services numériques).

The model:

Digital Factory Begins
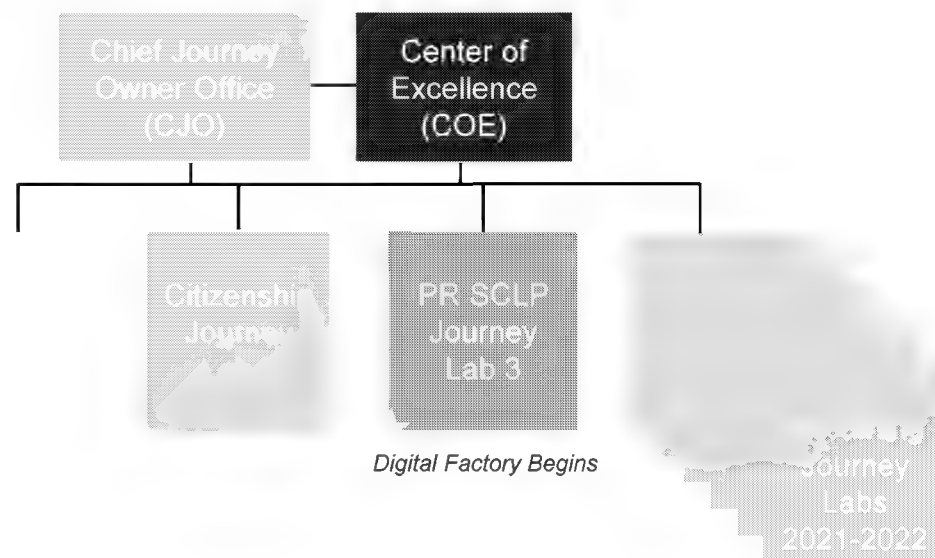
A total of 9 Digital Labs delivering rapidly at scale **over 2019-2022**.

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Structure de la Fabrique Numérique

	Recent Accomplishments	Plan pour les prochains 90 jours	Outcomes/Impacts
Digital Factory Model	✓ Defined a **holistic approach** to scaling up to the Digital Factory model. ✓ Set out a path for the digital factory framework and the enabling components.	• Définir un modèle de coordination structuré et étroit pour la mise en place des prochains laboratoires. • Mettre en œuvre un modèle structuré d'engagement des experts en la matières. • Consultation et discussion avec d'autres branches/secteurs autour du modèle de la Fabrique Numérique.	• **Evolve from singular labs infrastructure to an at scale Digital Factory model** with the launch of 9 digital labs by end of FY 2021-22. • Allow IRCC to **meet the rising digital demands of Canadians and clients**, allowing our country to become the world leader in migration.
Chief Journey Owner Office (CJO)	✓ Defining and setting up the CJO team structure. ✓ Complete hires for all members of the team.	• Lancement du Laboratoire numérique (LN) 4 en Mars 2021. • Activités de planification et de mise en œuvre des LN 5 et 6. • Mise en place de la structure du Bureau de la directrice des LN d'ici la fin mars 2021.	• Allow the sustainability and support of the Digital Factory model.
Centre of Excellence (COE)	✓ Defining vision behind the COE. ✓ Framework and structure to set in place for COE lead roles by function (Design, Tech, Agile). ✓ High level hiring plan for the COE implementation to start in Aril 2021.	• Collaboration avec le DTE pour commencer à chercher des candidats pour remplir les trois principaux rôles de leader. • Stabiliser les postes d'architecte de la solution et d'architecte fonctionnel.	• Ensures departmental priorities and strategy are cascaded into the digital labs. • Guide the growth and development by functional area in the Digital Labs. • Support sustainability of the Digital Labs as we deliver digital services and on the priorities for the department.
Digital Talent Engine (DTE)	✓ **Co-developed a new digital candidate experience** in coordination with HR and other departmental partners. ✓ **Proactive sourcing through partnerships with universities and tech community**. ✓ Started to develop an **elevated, consistent interview process underpinned by technical assessment.**	• Continuer à développer les relations avec les leaders technologiques et les institutions universitaires à Ottawa et dans tout le Canada. • Continuer à construire et à maintenir une force de recrutement numérique agile. • Affiner la proposition de valeur numérique pour saisir les nouveaux développements des méthodes de travail et de la culture organisationnelle.	• Deliver a **candidate-centric and accelerated hiring journey**, laying the foundation for future digital recruiting. • Establish agile digital hiring for increased adaptability and ways of working reflective of broader Labs. • **Achieve hiring targets in 2021.**

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Organizational Implications of Running Parallel Labs

Les Laboratoires de processus numériques ont présentement trois laboratoires opérant simultanément.

Six laboratoires supplémentaires ont été approuvés pour un lancement entre mars 2021 et janvier 2022, qui ré-imagineront de bout en bout l'expérience client et des employés d'IRCC.

Transformation Office will play a key role in support the scaling of the Digital Factory:
- Digital Talent Engine (DTE): support the hiring and staffing of the Digital Labs.
- Close collaboration with the Center of Excellence (COE) to drive progress, measure impact, and sustain and scale.
- Coordination across multiple other initiatives, including digital pillars (e.g., platform modernization) and broader Transformational pillars.

Timeline chart (2021, JAN–DEC):
- Lab 1 – TR
- Lab 2 – Citizenship Grant
- Lab 3 – PR Spousal
- Lab 4 – MyAccount
- Lab 5 – Study Permit
- Lab 6 – Work Permit
- Lab 7 – PR Economic
- Lab 8 – Digital Intake
- Lab 9 – TBD

Quarters: Q4, Q1, Q2, Q3

Project Phases:
- DJL Launch (3-5 weeks)
- Baseline (6 weeks)
- Dream & Design (4-6 weeks)
- MVP Sprinting (~12 weeks)
- Enhancement and Scale (1 year)
- Maintenance (Continuous)

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Alignement Organisationel

	Recent Accomplishments	Plan pour les prochains 90 jours	Outcomes/Impacts
TRV Roadmap	✓ Identified the need to define a unique Seek path for TRV applicants.	• Collaborer avec la Direction des communications pour créer une voie unique pour les demandeurs de VRT d'ici la fin de l'année fiscale. • Collaborer avec la Direction Générale de l'admissibilité pour créer une feuille de route unique pour les VRT/vision Étoile du Nord (*North Star vision*).	• A unique IRCC path for TRV applicants improving the E2E apply client experience.
Citizenship Roadmap	✓ Identified the need to align the journey Lab's roadmap with citizenship program roadmap and other initiatives for this line of business.	• S'aligner avec la DGOPCP pour la feuille de route de la citoyenneté , et créer une voie unique pour les demandeurs d'ici la fin de l'année fiscale.	• Consolidated IRCC citizenship north star vision improving the E2E client experience.
DSB Intake Process	✓ Identified the need to align with DSB intake process.	• S'aligner avec le processus de réception des demandes d'affaires et à la GI/TI dans l'évaluation des nouvelles demandes lorsque les Laboratoires numériques sont impliqués dans le processus. • Travailler avec le Conseil d'examen de l'intégration opérationnelle pour évaluer les demandes émanant des Laboratoires numériques en cours.	• Facilitate the intake process for the changes requested by the digital Journey Labs.

7

Risks and issues

While a faster scale is part of the Digital Factory model and replicating/leveraging elements of previous Digital Labs is ensured through this, **3 main organizational risks have been identified:**

1. HR and Finance systemic barriers on TB

- Risk as funding for Lab 1 and Lab 2 is ending this year.
- TB/DJL don't have their own permanent positions yet which poses a high HR risk.
- IRCC current strategy for the set up of a new branch poses a risk as the creation of positions requires to delete existing positions in order to align with funding.
- Need for a plan for supporting services to become Agile.

2. Organizational changes du to COVID-19 pressures:

- COVID-19 will continue to accelerate the demand for digital services and have significant impact on our department, therefore resulting in a potential shift of priorities and impacting the Digital Journey Labs current one year roadmap. The Digital Labs will try and adapt to moving departmental priorities/needs as needed.
-

-

3. Alignment with Digital Platform Modernization DPM:

- The Technical Debt Reduction (TDR) will provide us opportunities for increased flexibility in the longer term.
  for example, by deferring GCMS Release 26.
- The Digital Journey Labs will continue to ensure minimal efforts are made to limit GCMS changes as the changes needed in support of the TR-PR pathway initiative.

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Annexes

Page 181

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Biweekly CIT MVP Metrics – January 9, 2021

		MVP Target	YTD[1] Value	Trend	Outcome
NEW Track Operational Excellence	**Number of e-Apps checked for completeness**	N/A	**90** e-Apps		55 applications (61%) were determined to be complete
	Incomplete Applications	N/A	**35** e-Apps		73% of these were due to missing information about the photographer
	Unique visitors	N/A	**20929** Visitors	49% ⬆	Users from **114 countries** have visited the website so far. The number of visitors **increased by 49%** since last report
	Click through to new web application	10% of Web Traffic	**10952** Clicks		The Apply Online Option is displayed randomly to 10% of website traffic. Among them, **58% individuals** are clicking through to the online experience. The rate has **increased by 5.1%** since last report.
	Client Clicks to Apply on Paper	N/A	**489** Clicks	4%	Small amount of users choose to "Apply on Paper" after navigating to the landing page. They either did not meet the criteria for e-App or voluntarily chose to apply on paper.
	Number of registered clients	N/A	**3882** Registrations	100% ⬆	Registered Clients **have doubled** since last report
	Number of e-Apps submitted using new experience	463 e-Apps[3]	**1171** e-Apps	150% ⬆	Submission **increased by 150%** since last report and **exceeded 1.5 times the MVP target**
	Bounce rate[2]	<40%	**29.6%**		Bounce Rate has **no change since last report.** Visitors **engagement rate is 70%.** It indicates the banner is presented better to the right target users.

1. Reporting period: Dec 26 2020– Jan 8, 2021 (14 days)
2. Bounce Rate is the percentage of visitors who enter the Apply Online and then leave rather than continuing to view other pages
3. Calculation is based on OPPB CIT Intake forecast and 2020 Q3 and Q4 roll-out plan in Business Case

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Simple MVP to support the
TR to PR Pathway

Digital Journey Labs _ Digital Factory - Progress update and
prioritized focus for the next 90 days

Digital Transformation Programme Board (DTPB)
January 22, 2021

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Canada

Immigration Refugees   Immigration Réfugiés
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Contexte du parcours de RT à RP

Rencontrer les Niveaux de RP

Le département est activement à la recherche de nouveaux bassins de demandeurs, pour rencontrer les niveaux de RP promis (notamment dans le volant économique)

Nouvelles Politiques Publiques

La direction de l'immigration a travaillé sur un ensemble de nouvelles politiques publiques dans le parcours de RT à RP

Ces Trois Parcours* sont:

- Travailleurs internationaux
- Étudiants internationaux
- Étudiants dans les domaines de la santé

*Sous réserve de modifications, car non finalisé

How do we Find and Receive these Applications?

Due to COVID these new applicants must be able to apply online quickly and efficiently whilst also providing decision makers with the ability to make lawfully correct decisions on cases virtually.

Considerations

Immediate need for a solution due to timelines for intake, processing and landing of applicants to meet levels targets.

Our IT services are currently prioritizing work, such as Disaster Recovery and Digital Platform Modernization, therefore we should maximize, leverage and re-use, existing infrastructure.

Requirement for "net new applicants" through Express Entry would require complex changes (MEC, CRS, MIs, etc.)/ at odds with direction for a "one-off response to COVID-related pressures".

Digital Journey Lab Solution: Leverage CIT e-App MVP and Proactive Communications

Component Structure

01

Guided path much like Come to Canada Wizard or the Find Out Tool, to help clients determine eligibility.

02 Portal

Intake portal outside of GCMS which allows clients to upload documents and submit applications.

03 Agent Tool

Allows for completeness check of files submitted via portal prior to submission to GCMS.

Proposed Solution

To utilize framework from the Citizenship e-Application Intake Tool (CIT Tool) for use in TR and PR pathway as well as proactive communications.

Proactive Communications to Applicants:

01

In addition to the intake tool, a proactive approach to reach out to potentially eligible clients and guiding them to apply is being planned.

02 Messaging

This messaging would be sent to potentially eligible cohorts such as holders of Post Graduate Work Permits.

Consultez le site Web pour faire une demande de résidence temporaire ou permanente

1. Une nouvelle page « Recherche » sera créée pour guider les clients :
2. Étapes à suivre pour postuler
3. Documents à l'appui
4. Frais
5. Questions d'éligibilité (RT à RP) pour que le client reçoive la décision s'il peut faire sa demande en ligne

Les clients seront guidés vers un portail en ligne s'ils sont éligibles comme candidats pour le nouveau parcours de RT à RP

Vérification du compte de l'adresse électronique - L'équipe de Laboratoire exploitera l'infrastructure du portail de la citoyenneté. Le portail de RP aura un nouveau logo pour représenter les demandeurs de RP.

Welcome back to your online
Permanent Residence
application

Sign in

* Required

* Email address

* Password

Show password

Sign in

Forgot or want to change your password?
Reset your password

Don't have an account?
Check if you can apply online

Terms and conditions

Les clients seront guidés vers un portail en ligne s'ils sont éligibles comme candidats pour le nouveau parcours de RT à RP

1. Téléchargement de formulaires/documents et frais par le client
2. Disponible en version anglaise et française
3. La soumission de la demande permettra son intégration avec le SMGC

L'Outil d'Agent permet aux employés d'examiner les dossiers pour s'assurer qu'ils sont complets avant de les envoyer au SMGC

1. Outil de bureau pour les agents avec information de connexion.
2. Les agents pourront pré-visualiser et télécharger les formulaires/documents/frais pour vérifier qu'ils sont complets.
3. La liste de toutes les demandes soumises sera enregistrée ici.

Timeline of Efforts

Phase 1

Confirm program eligibility and document requirements
with IPG/IB (GCMS Business requirements by Jan 15th)

Duplicate and update
client intake portal

1-2 weeks

To cont.' until end of Feb

2 weeks

2-3 weeks

Create "seek" eligibility
questionnaire with IPG/IB

Set up agent tool for intake
and completeness checks

Phase 2

Complete integration work with IT Ops to allow for push
of files to GCMS through IMM0008 form pathway

4 weeks

Current Ongoing Work

Digital Journey Lab

Commitment to R25 for changes requested and support on any integration work required.

Support IT-Ops in getting components for TR to PR Pathways in GCMS. Aid programs in completion of business requirements.

Policy and Programs

Acquire finalized eligibility requirements from policy and programs by **Jan 15th** to meet R25.

Operationalize

Perform analysis of tool as it is being built to ensure that it meets operational needs. Prepare instructions on how to process.

High Level Timeline (as envisioned by DJL)

2021

| | Jan | Feb | Mar | Apr |

Digital Journey Lab

Policy/Programs

IT Ops
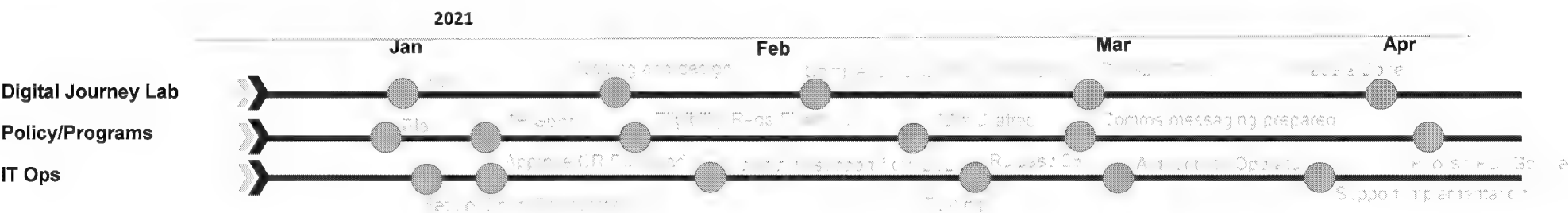
*CR for TR to PR Pathways was submitted by IPG January 4th to Intake

Key Takeaways

Points Clés

Nous avons planifié de compléter l'Outil d'Admission de RT à RP(Recherche, Portail, Outil d'Agent) pour la fin de mars 2021, basé sur le plan presenté.

Travailler avec l' équipe TI est déjà en cours et à jour.

Keys to Success (Enablers)

Close collaboration with IT Ops especially on the integration and development fronts.

Finalization of program and policy documents allowing for IT development to move forward.

Collaboration with Programs and Operations to ensure that product meets needs.

Annex: Comparison Table for TR to PR Pathways vs PR Digital Intake (Deloitte)

High Level Intake Tool Comparison

TR to PR Pathway (CIT Tool)	Components in Common	PR Digital Intake Tool (Deloitte)
• Specifically for Public Policy intake	• **Client Portal**	• Targeted for Economic +Family class intake.
• Allows clients to upload completed forms/supporting docs	• **Agent/Case worker Tool**	• Complete digitization of 8 forms including IMM-0008 and allows upload of supporting docs
• GCMS integration using existing functionality (IMM0008 Form)	• **Both are tools outside of GCMS**	• No delivery of architecture for integration with GCMS from Deloitte
• Completion of MVP (Seek+Portal+Agent Tool) is planned for the end of February/March	• **Timelines are similar**	• Completion Feb 26th for Intake and March 19th for Case Worker Tool

Annex: Draft Gantt Chart

Gantt Chart of PR Projects

ID	Projects	Task Name	Start	Finish	Duration	2021					
						Jan	Feb	Mar	Apr	May	Jun
1		Submit CR to Intake	2021-01-06	2021-01-06	1d						
2		Business Requirements Deadline (IPG)	2021-01-06	2021-01-15	8d						
3	TR to PR Pathways (DJL)	Work on Intake Tool	2021-01-18	2021-02-26	30d						
4		Testing	2021-01-20	2021-03-26	48d						
5		Potential DocMan Integration of Tool Ends	2021-03-03	2021-03-26	18d						
6		Go Live of MVP	2021-04-05	2021-04-05	1d						
7		End of Sprint 1	2021-01-11	2021-01-11	1d						
8		End of Sprint 2	2021-01-11	2021-01-25	11d						
9	PR Intake (Deloitte)	End of Sprint 3	2021-01-25	2021-02-08	11d						
10		End of Sprint 14	2021-02-08	2021-02-22	11d						
11		MVP 1 Client Facing Portal	2021-02-26	2021-02-26	1d						
12		MVP 2 Case Worker Portal	2021-03-19	2021-03-19	1d						
13		Digital Journey Lab 3 SCLP Launched	2021-01-11	2021-01-11	1d						
14	Lab 3: Spousal Common Law Partner Class	Baselining	2021-01-11	2021-02-22	31d						
15		Dream and Design	2021-02-22	2021-03-22	21d						
16		MVP Sprints	2021-03-22	2021-06-28	71d						

Digital Transformation Programme Board | Conseil du Programme de transformation digitale

DG COMMITTEE DEBRIEF | DÉBREFFAGE SUR LE COMITÉ DES DG

(January 22 – March 4)

Digital Transformation DG Consultative Forum (Bi-Weekly)		
January 27, 2021		
Chairs: B. Haddock & O. Subhani		
Item(s)	**Lead**	**Debrief**
Centralizing Client Data: Proposal	COMMS/TES	**Objectif:** • Développer des méthodes afin de mieux comprendre les besoins de nos clients. • Trouver une meilleure façon de fournir et d'analyser les données de service. **Résultat cible:** Rendre les données accessibles à tous dans le département en développant des produits de données simples à utiliser. **Next Steps:** • Develop dashboard that serve the needs of the program owners • Bring cross-channel data into one space • Make data easy to find and understand, to help decision making • Make data widely available and regularly updated

My Account Digital Progress Tracker: Update	CEB	**Objective:**
		• Build a system that allows clients to go online and see the status of their files.
		  ○ Significant progress has been made
		  ○ Citizenship will be used as a test case
		  ○ Two phases of usability studies have been done
		  ○ MYPROFILE has tombstone data, including last time users logged in
		  ○ Visual cues to indicate updates and actions/requests
		Target outcome: Create a user friendly system, to enhance the user experience for the clients.
		Next steps: Continue building the system while providing regular updates and demos to the forum.

Digital Transformation DG Consultative Forum (Bi-Weekly)		
February 10, 2021		
Chairs: B. Haddock & O. Subhani		
Item(s)	**Lead**	**Debrief**

Établissement des priorités opérationnelles	OPPB	**Objectif:**
		• Développer un système de triage ''MoSCoW'' qui permet de donner une vision et direction très claire au département TI.
		Résultat cible:
		• Implémenter le système de triage le plus rapidement possible:
		  ○ Phase 1: triage des articles: Déterminer les items qui nécessitent une analyse.
		  ○ Phase 2: sensibilisation: Gestionnaire de projet doit compléter l'évaluation de l'impact sur les entreprises, avec le chef des opérations.

(January 22 – March 4)

		○ Phase 3: Appliquer la méthodologie: L'analyste évalue les informations. reçues et, en collaboration avec le demandeur, détermine les lacunes et les renforce pour obtenir un score. ○ Phase 4: Résultats de l'analyse et recommandations: Hiérarchisation de toutes les demandes, partage via la gouvernance. **Prochaines étapes:** • Terminer la phase 2 - sensibilisation • Évaluer et noter toutes les demandes • Présenter les résultats de l'exercice terminé • Recevoir les commentaires et peaufiner le processus et la méthodologie
TO Roadmap: Update	TO	**Objective:** • Develop a roadmap to help visualize all of the digital transformation initiatives on one dashboard ○ Roadmap will be used for all Transformation initiative ○ Organized in 3 areas of focus: Our people, digital services and stabilized platforms. **Target outcome:** The roadmap will be used to demonstrate every ongoing initiative regarding the Digital Transformation programme. • Contains 2 lenses: A 12 month snapshot, and zoomed in snapshot with additional details on what is coming up in the next 3 months. • To be updated Bi-monthly • There is a need for an overarching piece, describing how all of these projects fit together departmentally. **Next steps:** • The team will continue the work and address the various concerns raised by the committee members. • Regular updates to be provided at the DG forum meetings.

Digital Transformation DG Consultative Forum (Bi-Weekly)		
February 26, 2021		
Chairs: B. Haddock		
Item(s)	**Lead**	**Debrief**
Stratégie numérique	DSB	**Objectif:** • La stratégie numérique permet d'aligner IRCC autour d'une vision unique tout en optimisant l'exécution de projets et programmes numériques qui sont interconnectés. **Résultats cibles:** • hiérarchiser, coordonner et gérer plus de 100 initiatives numériques afin de maintenir les délais et développer les produits • accélérer le calendrier de transformation de 3 ans, en décrivant le chemin vers la vision numérique

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Digital Transformation Programme Board
DG COMMITTEE DEBRIEF

Conseil du Programme de transformation digitale
DÉBREFFAGE SUR LE COMITÉ DES DG

(January 22 – March 4)

		• communiquer la vision numérique de manière générale à 9000 employés, en articulant les avantages et les impacts du changement liés à la réalisation de la vision **Prochaines étapes:** • SPB va développer un document additionnel, qui décrit la stratégie numérique d'une perspective Politique • Renforcir la présentation en ajoutant plus de détails liée aux Données.

IAAB Assurance Strategy for DPM	IAAB	**Objective:**
		
		• DM Core Services tasked the Departments to come up with a more nimble approach - using private sector approach:
		   o Providing independent, objective and real-time assurance and advice to decision makers
		   o Conducting programme risk assessment using programme management principles focused on risks and opportunities occurring before, during and/or after transformation initiatives.
		   o Conducting deep-dive audits and reviews identified through the risk assessment process, to address areas that require further assessment and assurance.
		   o Following-up on the recommendations of audits and reviews to ensure that Management Action Plan items have been implemented and/or addressed appropriately
		Target outcome:
		• 7 recommendations have been made to help reposition and strengthen the IRCC Digital Transformation strategy moving forward:
		   o Governance and Oversight
		   o Strategy Definition and Performance Metrics
		   o Aligning Digital Transformation with Policy Modernization & Departmental Priorities
		   o Approach to Lean management
		   o Culture and Change Management
		   o Human resources management
		   o Financial Management
		Next steps:
		• The Digital Transformation Risk Assessment will continue to be updated on a semi-annual or annual basis, and will also follow up on the suggestions to mitigate risk from the previous assessment.
		• The previous Transformation Risk Assessment (see next slide) was heavily project-based due to the nature of Service Transformation. In the upcoming update, the IAAB will be using programme management criteria for assessment.

000200

Digital Transformation Programme Board
DG COMMITTEE DEBRIEF

Conseil du Programme de transformation digitale
DÉBREFFAGE SUR LE COMITÉ DES DG

(January 22 – March 4)

		The Digital Platform Modernization will be reported to the DM Core Services Committee for additional oversight from a Government-wide perspective. The IAAB has developed a framework to provide ongoing and milestones-based assurance for DPM, which is aligned to the OCG's direction for "Nimble Assurance for Core Services Initiatives".

000201

Digital Platform Modernization
Near-term Roadmap
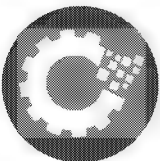
Digital Transformation Programme Board

March 4, 2021

La modernisation de la plateforme numérique est effectuée en trois phases.

Les phases 1 et 2 (stabilisation et normalisation) sont la priorité pour les **28 prochains mois**.

Phase	Échéancier	Objectif
STABILISATION	10 mois (de décembre 2020 à septembre 2021)	La priorité est accordée à la **stabilisation du Système mondial de gestion des cas (SMGC)** au moyen de projets initiaux critiques ainsi qu'à la définition plus détaillée de la phase de normalisation.
NORMALISATION	18 mois (d'octobre 2021 à mars 2023)	La priorité est accordée à la stabilisation des systèmes actuels et à **l'établissement d'un environnement fiable pour la transformation** grâce à la mise en œuvre d'un programme de réduction de la dette technique, à la finalisation de la connectivité sécurisée d'entreprise entre le nuage et la connexion par ligne terrestre d'IRCC et à l'optimisation des processus opérationnels.
AMÉLIORATION	À déterminer (après avril 2023)	La priorité est accordée à l'intégration complète des nouvelles fonctionnalités et de tous les secteurs d'activités dans la **nouvelle plateforme numérique**.

Autorisations existantes

Deux projets :
- réduction de la dette technique (RDT);
- nuage.

Autorisations futures

Over the next four months DPM remains focused on closing out set-up activities and achieving key milestones to ensure Phase 1 initiatives are completed by September 2021*

1 Build our teams with skilled resources to deliver DPM to our timelines with quality
- Staffing and the procurement of specialized resources
- Require 62 resources to be in place by the end of March 2021. Currently 50% of these roles have been filled.

2 Fully operationalize DPM Governance at the project level to ensure effective oversight and timely decision making
- Finalize reporting and escalation model with TBS
- Launch the DPM Programme Management Board (inter-departmental DG and Director level)
- Confirm the mechanism for the reporting of approved DPM funding from DM Core Services

3 Advance the execution of Phase 1
- Secure GC EARB endorsement of the detailed technical architecture for DPM Phase 1 and Phase 2 initiatives
- Secure Enterprise Data Centre (EDC) access permissions and infrastructure delivery with SSC for the Hybrid Integration Platform
- Establish infrastructure requirements at EDC for the GCMS Siebel Upgrade in order to advance resolution for smooth deployment
- Release planning for the execution of GCMS critical known issues to reduce system and capacity constraints
- Advance the establishment of the Enterprise Cloud Centre of Excellence
- Achieve IRCC Gate 4 and Gate 5 approval for the TDR and Cloud initiatives

4 Finalize Phase 3 strategy
- Budget 2021, sourcing and procurement strategies, TB authorities structure

5 Complete Phase 2 Planning

*Testing will also be completed for GCMS Disaster Recovery in the Barrie data centre

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Évolution détaillée des jalons du projet sur 4 mois

Date	Jalon	Suivi
Février	Point de contrôle 4 pour le nuage et la réduction de la dette technique (RDT); approbation des chartes de projet de l'étape 1.	Terminé
Février	Réalisation de la mise à jour du système d'exploitation Cognos dans le cadre du projet de RDT.	Sur la bonne voie
Mars	Approbation du budget de la phase 3 (prévu).	Sur la bonne voie
Avril	Point de contrôle 5 pour le nuage et la réduction de la dette technique; approbation des plans de gestion de projet de la phase 1.	Sur la bonne voie
Mai	Processus pilote de réception des demandes dans le nuage.	Sur la bonne voie
Mai	Réalisation de la validation de principe de la plateforme d'intégration hybride.	Sur la bonne voie
Mai	Élaboration du plan des versions du SMGC pour la RDT.	Sur la bonne voie
Juin	Élaboration de la stratégie d'approvisionnement en infonuagique.	Sur la bonne voie
Juin	Obtention de l'approbation du Conseil d'examen de l'architecture d'entreprise du gouvernement du Canada pour l'architecture technique détaillée des initiatives des phases 1 et 2 de la modernisation de la plateforme numérique (MPN).	Sur la bonne voie
Juin	Début de l'examen par des tiers.	Sur la bonne voie
Juin	Soumission des produits approuvés des phases 1 et 2 du projet de MPN au Secrétariat du Conseil du Trésor.	Sur la bonne voie
Juin	Tous les éléments de la RDT (infrastructure, applications, données, modèle de soutien) sont en place à Barrie et ont été mis à l'essai.	À risque
Juin	Finalisation de la définition de la phase 2 pour les projets de nuage et de RDT.	Sur la bonne voie
Juillet	Établissement du centre d'excellence en infonuagique d'entreprise.	Sur la bonne voie
Juillet	Solution pilote d'accès à distance au nuage.	Sur la bonne voie

4

DPM continues to be challenged by a lack of agile "infrastructure" for resourcing, procurement and financial management

Seeking DM Core Support to:

- Consolidate and execute procurement requirements on behalf of all three transformation programmes to maximize GOC buying power

- Establish a centralized (OCHRO) recruitment program

- Allow sharing of procurement vehicles across departments

- Work with CCCS to expedite the authorization of SaaS offerings, and provide clear direction to impacted departments.

- Work with CSET to clearly articulate the process for releasing funds for Phase 2

- Support the Phase 3 authorities discussion with central agencies.

Challenge	Remediation
Advancing Disaster Recovery initiative on schedule – Project is currently in red status. TDR is dependent on the completion of the GCMS DR project. Current schedule is August, any delays will impact our ability to progress on TDR	• IRCC Senior Leaders have reduced the content and delayed future releases of GCMS - freed up FTEs to focus on DR • The governance and approval process (particularly for SSC) has been streamlined • Joint IRCC/SSC team focused on testing • Engaged Deloitte to help optimize testing processes and to develop the support model • Establish clear responsibility (Director) to drive the support model forward.
Resourcing – Require significant growth of the teams with skilled resources that are in high demand both within and outside of government. The normal pace of hiring and onboarding is too slow to meet project timelines.	• Working collaboratively with IRCC finance, procurement and HR to develop recommendations on how IRCC can address internal systemic barriers that have been identified at DM Core Services. • IRCC Finance has advanced a significant portion of the budget for DPM Phase 1 and 2 to allow the programme to move forward.
Procurement – DPM Phase 3 is pursuing a new sourcing strategy. The guidelines between PSPC and Canadian Center of Cyber Security (CCCS) for IRCC to onboard new SaaS solutions for Phase 1 and Phase 2 are unclear.	• Establish Digital Talent Engine with HR to develop streamlined mechanisms to efficiently identify and onboard required resources • Have embedded a dedicated procurement officer to support and expedite required procurement activities • Working with PSPC to develop approach to Phase 3 procurement.
Governance & Financial Management – The mechanism for the release of Phase 2 funding from the frozen allotment by DM Core is yet to be defined	• Work with CSET to develop the requirements and process to access the funds within the frozen allotment • Collaborate with the IRCC EPMO to streamline the gating model to enable agility • Refine the governance committee structure and mandates to clarify decisions made at each committee and maximize value of participant expertise

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Next Steps

- Execute HR strategy to fill vacancies
- Finalize DPM Phase 3 budget ask
- Conduct a DPM delivery organizational readiness exercise (including review of organization structure)
- Complete IRCC Digital Strategy
- Establish programme delivery operating model (including roles and responsibilities for vendors and partners)
- Complete testing and establish accountability for the new support model for DR
- Establish our Change Management Strategy and Action Plan

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IRCC Digital Transformation -
Digital Transformation and Digital Platform Modernization Assurance Strategies

Digital Transformation Programme Board
March 4, 2021

1. Digital Transformation Assurance Strategy

2. Digital Platform Modernization Assurance Strategy

2

1.1 Stratégie d'assurance du programme de transformation numérique

Transformation numérique
(Feuille de route sur douze mois)

Nos employés - Domaines d'intérêt:

- **Habiliter notre main-d'œuvre**: Gestion du changement, Bureau du programme de transformation et Moteur de talent numérique)

Services et outils numériques - Domaines d'intérêt:

- **Résidence permanente;**
- **Résident temporaire;**
- **Citoyenneté;**
- **Horizontal** (automatization robotique – AIPRP, Laboratoires de processus numériques: MonDossier).

Plateforme stable (Modernisation de la plateforme numérique) – Domaines d'intérêt:

- **Réduction de la dette technique (RDT) :** (Reprise en cas de sinistre pour le SMGC, stabilisation, normalisation, mise à niveau Siebel, intégration hybride, méthodes de travail).
- **Activation du nuage** (l'adoption et la connectivité du nuage).

Mobilisation du programme – Domaine d'intérêt :

- **Fondements du programme** (stratégie numérique, conception du Bureau de programme de Transformation, mobilisation des capacités du Bureau de programme de Transformation).

Approche d'assurance de la transformation numérique de la DGVIR

- La Direction générale de la Vérification interne et de la responsabilisation (DGVIR) joue un rôle actif dans la prestation de **services d'assurance continus et ciblés** pour la transformation d'IRCC. La stratégie d'assurance de la transformation numérique permet à la DGVIR de fournir **l'assurance** que l'élaboration et la mise en œuvre des stratégies et des feuilles de route de transformation d'IRCC **appuient la réalisation des objectifs et des résultats prévus.**
- L'approche de la DGVIR est conforme aux attentes du Bureau du contrôleur général (BCG) concernant le «rôle de la Vérification interne dans les grandes initiatives de transformation».

1. **Fournir une assurance et des conseils indépendants, objectifs et en temps réel** aux décideurs, y compris aux comités de surveillance et aux sponsors, ainsi qu'aux groupes de travail et comités de travail.

2. **Effectuer une évaluation des risques du programme** en utilisant les principes de gestion de programme axés sur les risques et les opportunités survenant avant, pendant et / ou après les initiatives de transformation. Les zones à haut risque seront surveillées et réévaluées périodiquement et les risques émergents seront saisis et évalués, au besoin.

3. **Réalisation des vérifications approfondis et d'examens** d'évaluation des risques, pour aborder les domaines qui nécessitent une évaluation et une assurance supplémentaires. Si nécessaire, la DGVIR recherchera une expertise en la matière pour compléter les connaissances et les compétences de l'équipe de la DGVIR.

4. **Assurer le suivi des recommandations** des vérifications et des examens pour s'assurer que les éléments du plan d'action de la direction ont été mis en œuvre et / ou traités de manière appropriée.

Projets d'assurance de la DGVIR	Statut
Évaluation des risques de transformation Examen de clôture de la transformation intégrée Lean à New Delhi.	Terminé et présenté au CMV de novembre 2020.
Leçons apprises - Examen de la gestion des contrats.	À présenter au CMV de mars 2021.
Conseils d'assurance indépendants, objectifs et en temps réel.	En cours - Démarré en janvier 2020.
Assurance sur la Modernisation de la plateforme numérique.	Démarré en janvier 2021.
Mise à jour de l'évaluation des risques liés à la transformation numérique d'IRCC.	Démarré en février 2021.
Gestion et préparation au changement de transformation numérique d'IRCC.	À determiner.

Prochaines étapes de la DGVIR:

- ❑ **L'évaluation des risques liés à la transformation L'évaluation des risques liés à la transformation numérique** continuera d'être mise à jour sur une base semestrielle ou annuelle. Ceci donnera également suite aux suggestions visant à atténuer les risques de l'évaluation précédente.
- ❑ L'évaluation des risques liés à la transformation précédente (voir la diapositive suivante) était fortement axée sur les projets en raison de la nature de la transformation des services. Dans la prochaine mise à jour, la DGVIR utilisera les **critères de gestion du programme** pour l'évaluation.
- ❑ La **modernisation de la plateforme numérique** se rapportera au Comité des services de base du SM pour obtenir un point de vue gouvernemental additionnel. La DGVIR a élaboré un cadre pour fournir une assurance continue et basée sur des jalons pour la modernisation de la plateforme numérique, qui est aligné sur la direction du BCG pour l'«assurance agile pour les initiatives de services de base».

3

1.2 Transformation Risk Assessment* - Suggestions to Mitigate Risks (Slide 18)

Based on the findings of Risk Assessment conducted by the IAAB team, the following recommendations have been made **to help reposition and strengthen** the IRCC Digital Transformation strategy moving forward.

1 Governance and Oversight

Priority should be given to completing the **reorganization of the Transformation Programme Office**, and ensuring all stakeholders are well aware of the redefined role and responsibility the office will play in overseeing the implementation of the Transformation agenda.

2 Strategy Definition & Performance Metrics

In conjunction with the re-organization of the Transformation Branch, it will be important for **common performance indicators and corresponding implementation roadmap to** be completed as soon as possible and communicated to key stakeholders. In addition, overall achievement and impacts against business outcomes should be assessed.

3 Aligning Digital Transformation with Policy Modernization & Departmental Priorities

The Transformation Branch should ensure alignment of the revised Digital Transformation agenda with **policy modernization,** as well as with departmental priorities and Digital Platform Modernization in the new pandemic context.

4 Approach to Lean Management

Recommendation from the Close-out Review of Integrated Lean in Delhi*: A transition strategy and vision for the future implementation of Integrated Lean Transformation and the Lean Centre of Expertise in alignment with the Digital Transformation priorities, should be established to outline Integrated Lean Transformation's mandate within the department. With the priorities shifting to digital processing, the vision and value proposition for ILT will need to be realigned to support the departmental priorities.

7 Financial Management

Senior and operational management should monitor departmental spending on an ongoing basis to ensure that the project costs are being tracked and monitored horizontally to track the involvement of all stakeholders involved (e.g. Transformation Branch, International Network, Centralized Network, etc.).

6 Human Resources Management

A **human resources recruitment and retention plan** should be developed for Transformation. This plan should detail competencies and experience that are required for each position, as well as the extent of resources needed.

5 Culture and Change Management

A department-wide **change readiness** assessment should be undertaken to evaluate to which extent IRCC is ready to understand and adopt the cultural and operational changes that will result from the planning and implementation of Transformation initiatives. **TDSS's change management strategy should be tailored** to the results of this assessment, and should include a training and a communication plan.

*The Transformation Risk Assessment Report was presented to the Departmental Audit Committee on November 30, 2020.

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1. Digital Transformation Assurance Strategy

2. Digital Platform Modernization Assurance Strategy

5

2.1 Target State for Assurance: Where IA fits...

*Only relevant for three initiatives that are in scope for this work – ESDC – BDM, IRCC – GCM & SSC-NextGen initiative. No change to rest of the Projects/Initiatives.

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2.2 Audit Universe For Large Transformations

Business Readiness
- ❑ Change Management & Training
- ❑ Business Buy-In
- ❑ Capacity Management
- ❑ Go-Live Sustainability
- ❑ Target Operating Model

Technical Solution
- ❑ Solution Architecture
- ❑ Data Architecture & Data Management
- ❑ Quality Assurance & Testing
- ❑ Issue Management & Resolution
- ❑ IT Security & Cyber

Financial Elements & Funding
- ❑ Milestone Funding Validation
- ❑ Benefits Realization
- ❑ Capability Creation
- ❑ Budget to Actuals to Projection
- ❑ Controls over financial reporting
- ❑ Scope Management

Programme Management & Governance
- ❑ Business Case
- ❑ Programme Governance & Decision Making
- ❑ Risk Management
- ❑ Culture & Behaviors
- ❑ Programme KPIs
- ❑ Resource Management
- ❑ Procurement and Vendor Management

Business Process Controls
- ❑ Design of key controls within business processes
- ❑ Design of IT General Controls within system

Regulatory Aspects
- ❑ Compliance to regulatory requirements
- ❑ Continued alignment with programme legislation
- ❑ Privacy of information

This list was created based on information shared by each of the three pathfinder initiatives

Infrastructure
- ❑ Solution Hosting & Capital Expenditure
- ❑ IT Operations Readiness
- ❑ Transition from Programme to Business As Usual
- ❑ Disaster Recovery

Depending on the nature of the initiative some of the above areas may not apply

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2.3 Approche de vérification tout au long du cycle de vie du programme

Stratégie et plan en matière d'assurance

Au début de l'initiative, la Vérification interne travaillera avec la Direction du programme et le Bureau du programme pour effectuer une révision initiale, une évaluation des risques afin de cerner les principaux domaines d'intérêt et créer un plan pour le cycle de vie général de l'initiative.

Cette stratégie permettra de définir la périodicité et la portée des bilans de santé et des analyses approfondies. Ce plan sera mis à jour périodiquement.

Bilans de santé

Les bilans de santé se poursuivront pendant l'exécution du programme. Toutefois, il est nécessaire de noter que ces bilans pourraient devoir être plus fréquents compte tenu du rythme accru des activités.

Analyses approfondies

En fonction des problèmes cernés lors des bilans de santé, l'équipe de la vérification interne ainsi que d'autres certificateurs évalueront la nécessité d'effectuer des examens plus approfondis des domaines précis.

Rapport sommaire

La Vérification interne publiera un rapport sommaire global concernant le programme, mettant en évidence les principales constatations faites au cours du cycle de vie du programme et les leçons tirées qui devraient être prises en compte pour les initiatives futures.

Mise en œuvre opérationnelle

Clôture du programme

Bilans de santé

Une fois les activités de planification du programme commencées, l'équipe effectuera des bilans de santé périodiques (p. ex. chaque trimestre ou chaque semestre) en fonction de la stratégie d'assurance et de la vélocité du programme.

Analyses approfondies

En fonction des problèmes cernés lors des bilans de santé, la Vérification interne ainsi que d'autres certificateurs évalueront la nécessité d'effectuer des examens approfondis de domaines précis.

Bilans de santé

Les bilans de santé se poursuivront pendant la mise en œuvre opérationnelle, mais leur orientation changera en fonction des activités effectuées.

Analyses approfondies

En fonction des problèmes cernés lors des bilans de santé, la Vérification interne ainsi que d'autres certificateurs évalueront la nécessité d'effectuer des examens approfondis de domaines précis.

Stratégie et plan en matière d'assurance

- La Vérification interne, la direction du programme et le bureau du programme discutent notamment de la stratégie, des objectifs, des coûts et de la portée du programme.
- Effectuer un examen de base de tous les éléments de l'univers afin d'évaluer les risques associés au programme.
- Élaborer un plan initial couvrant tout le cycle de vie (p. ex. la fréquence des bilans de santé, les éléments ciblés par les bilans de santé, les domaines des analyses approfondies si possible) et en obtenir l'approbation. *Revoir ce plan régulièrement.*

Bilans de santé*

- Examiner des éléments précis en fonction de la phase et de la portée du projet (de façon proactive).
- Tirer parti de la documentation actuelle sur les risques du programme (le cas échéant).
- Organiser des réunions éclairs quotidiennes pour favoriser une communication régulière.
- Rédiger un rapport présentant les constatations et le remettre au G5 (avec les domaines clés proposés pour le bilan de santé et les prochaines étapes).
- Discuter du rapport et en obtenir l'approbation.

Analyses approfondies*

- Rencontrer les principaux intervenants participant à l'analyse approfondie – lancement.
- Effectuer des examens et des essais plus détaillés.
- Rédiger un rapport présentant les constatations et en obtenir l'approbation.
- Joindre au bilan de santé connexe.

* *Voir l'annexe pour les définitions des bilans de santé et des analyses approfondies (référez-vous à diapositive 11).*

Stratégie et plan en matière d'assurance

Principales considérations:

- Une analyse de rentabilisation et une stratégie ont-elles été mises en place pour le programme?
- Est-ce que les bons intervenants participent à l'élaboration de la stratégie et du plan (Vérification interne et direction du programme)?
- Les principaux intervenants ont-ils approuvés la stratégie et le plan aux premiers stades du cycle de vie du programme?
- L'évaluation de base tient-elle compte des futurs bilans de santé et y accorde-t-elle la priorité en fonction des activités clés du programme?
- Existe-t-il un mécanisme permettant d'assurer une communication continue entre les intervenants tout au long du cycle de vie du programme entre les lignes de défense?

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2.4 Proposed Audit Work Schedule for DPM
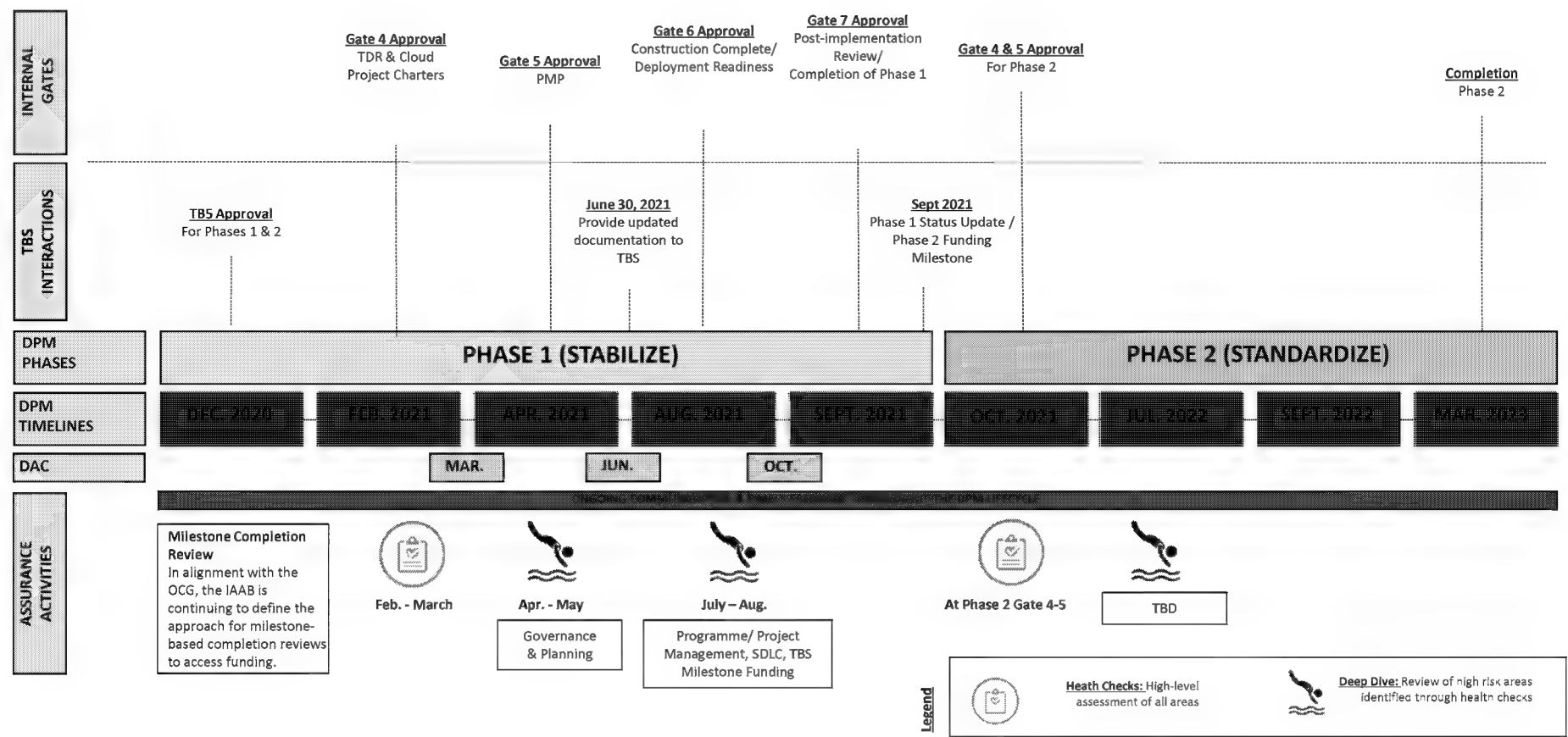
2.5 Example Area of Focus: DPM Governance Model

Proposed Digital Transformation Governance Model
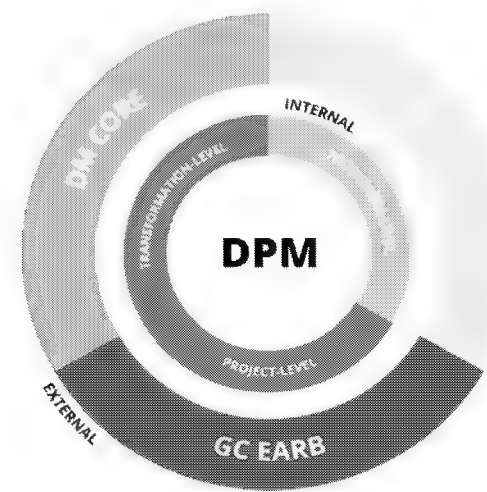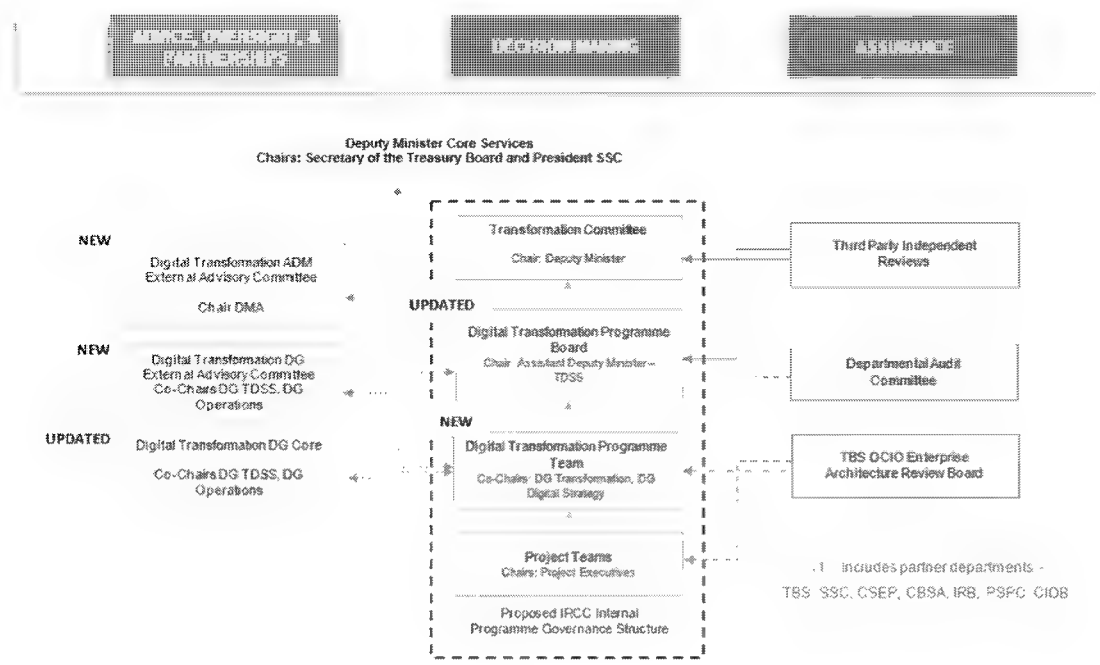
External: TBS OCIO, GC EARB, DM Core

Internal: Project, Programme, and Transformation levels

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Annexe: Principales définitions

Les définitions suivantes sont proposées pour les évaluations ponctuelles prévues. Celles-ci seront effectuées par la Vérification interne et les résultats de ces évaluations seront présentés au Comité des SM sur les services essentiels.

- Évaluation globale des éléments essentiels et pertinents de l'univers de vérification.

- Fournir à la direction des renseignements opportuns sur le rendement du programme (en vue de gérer efficacement les risques).

- L'objectif visé est que toutes les fonctions de la Vérification interne soient uniformes. Notamment qu'ils utilisent la même approche et le même cadre de haut niveau, avec la capacité d'adapter les méthodes relatives aux bilans de santé aux contextes des programmes et des ministères.

- La portée, l'étendue et le niveau d'assurance dépendent de l'évaluation des risques effectuée par la Vérification interne ainsi que de la phase du cycle de vie du programme.

- À noter que les bilans de santé pourraient comprendre des révisions des éléments courants qui doivent être examiner à chaque fois, de même que des éléments supplémentaires en fonction du contexte/des risques.

- Les résultats doivent être communiqués au G5 de façon proactive afin d'en maximiser la valeur/l'utilité.

Analyses approfondies

- Les analyses sont fondées sur les résultats des bilans de santé et/ou des évaluations périodiques des risques effectuées par la Vérification interne (c.-à-d. mini-plans de vérification axés sur le risque).

- Peuvent porter sur des domaines précis de la gestion de programme comme la conception de la gouvernance, ou les risques liés aux processus qui ne sont pas atténués.

- La portée/le niveau d'assurance dépendent notamment des risques en jeu et du temps disponible pour l'examen.

- Les analyses sont effectuées en beaucoup moins de temps qu'une vérification ou un examen traditionnel (p. ex. en 6 à 8 semaines plutôt qu'en 3 à 10 mois).

- Les conclusions sont résumées dans un rapport officiel qui présente les recommandations en matière d'amélioration.

- Il peut être nécessaire de mener des analyses approfondies sur différents domaines au cours d'une même phase, en fonction de la nature du programme.

Bilans de santé et analyses approfondies

Principales considérations:

* La direction du programme a-t-elle été informée du moment où les bilans de santé seront faits?

* La direction du programme a-t-elle utilisé les 1res et 2e lignes de défense pour appuyer le travail qu'effectuera la Vérification interne?

* Est-ce que les bons domaines et éléments de l'univers de vérification sont pris en considération pour les bilans de santé?

* Le G5 a-t-il été informé des analyses approfondies éventuelles dans le cas des bilans de santé dont les résultats indiquent un risque élevé?

* Quelle est la visibilité actuelle des risques élevés pour l'équipe de direction et la structure de gouvernance?

* La direction du programme est-elle d'accord avec les domaines visés par une analyse approfondie?

* Dans quelle mesure le calendrier des analyses approfondies convient-il à la direction du programme?

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IRCC Service Transformation

Transformation Risk Assesment Report

Digital Transformation Programme Board
March 4, 2021

Objectif

Présenter les conclusions de l'évaluation des risques liés à la transformation de d'IRCC:	

1 ▷ **Introduction et approche de l'évaluation des risques**

2 ▷ **Observations – Sommaire de la carte de densité**

2.1 ▷ Gouvernance et surveillance

2.2 ▷ Objectifs, mise en œuvre et avantages réalisés de la transformation

2.3 ▷ Culture et gestion du changement

2.4 ▷ Gestion des ressources humaines

2.5 ▷ Gestion financière

2.6 ▷ Gestion des contrats

3 ▷ **Suggestions pour atténuer les risques**

4 ▷ **Assurance de modernisation de la plateforme numérique**

5 ▷ **Prochaines étapes de la vérification interne**

Annexe A : Anciens volets de travail de la stratégie de transformation des services

6 ▷ **Annexe B : Stratégie révisée de transformation numérique d'IRCC**

Annexe C : Évaluation des risques – Mandat

1. Introduction and Risk Assessment Approach

1.1 Introduction

- In efforts to achieve the vision of becoming the **world leader** in migration, Immigration, Refugees and Citizenship Canada (IRCC) has been challenged with **operational pressures due to growing volumes, service delivery complexities and rising client expectations** over the past five years. IRCC recognized the need to develop a holistic set of processes and tools to address these pressures while continuing to achieve client service objectives.

- In fall 2018, IRCC engaged McKinsey & Co. to support the department in conducting an outside-in assessment of IRCC's operational performance, client service levels, and current Transformation plans. As a result, a **Service Transformation Strategy and roadmap** was developed, which identified a **multi-year strategy, operating model and roadmap** of initiatives to work towards a sustainable future state and become a client service role model within the Government of Canada.

In order to achieve its Service Transformation Strategy vision, IRCC is focusing on three main outcomes:

(1) Providing an **improved client experience** by reducing wait times, and generating simpler and clearer processes;

(2) Driving **operational excellence** to process applications faster while maintaining cost and enhancing our employees' journeys;

(3) Maintaining a high standard for **program integrity**.

- To implement the Service Transformation Strategy and roadmap, five Transformation work streams were developed within Transformation: (1) Digital Journey Labs (DJL); (2) Integrated Lean Transformation (ILT); (3) Metrics; (4) Culture & Change Management; and (5) Program Governance (See Annex A for details). **During the summer of 2020, the Transformation strategy was revised to focus on five redefined levers**: (1) The Digital Labs and (2) the Digital Platform modernization (DPM) – which can be viewed as the two main projects; and their enablers: (3) Change Management; (4) Digital Industry Partnerships; and (5) Digital Workplace Enablement (See Annex B for description table). **The strategy was also renamed to Digital Transformation.**

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1. Introduction et approche d'évaluation des risques

1.2 Contexte de l'évaluation des risques

- L'évaluation des risques consiste à examiner comment les résultats et les objectifs du projet pourraient changer en raison des **incidences d'un événement.** Une fois les risques déterminés, ils sont analysés pour en évaluer l'impact qualitatif et quantitatif sur le projet afin que des **mesures adéquates puissent être prises pour les atténuer**. Idéalement, l'évaluation des risques devrait être officiellement documentée et faire l'objet d'un suivi pour s'assurer que les stratégies d'atténuation sont efficaces.

- Au début de chaque processus de vérification, la Direction générale de la vérification interne et de la responsabilisation (DGVIR) procède à une évaluation des risques liés à la vérification, et examine le processus d'évaluation des risques de la direction, les contrôles internes pour gérer les risques et les stratégies d'atténuation pour déterminer s'il existe des écarts entre les risques et les contrôles. Cet exercice permet de s'assurer que les risques sont gérés et atténués, et de saisir les occasions d'amélioration.

- Dans le cadre du programme de transformation ministériel, on a demandé à la DGVIR de fournir une garantie en temps réel, et d'assurer la surveillance continue des progrès et des risques associés au programme de transformation, et ce, dans le but de fournir à la haute direction et au comité ministériel de vérification une assurance indépendante que le projet est sur la bonne voie pour atteindre ses résultats ultimes.

1.3 Objectifs

Les objectifs de cette vérification de l'évaluation des risques sont :

- **d'identifier les principaux risques** typiques à de tels projets de transformation et déterminer si des **contrôles suffisants** sont en place pour gérer et atténuer les risques;
- **de suggérer des mesures** susceptibles d'aider à atténuer à court terme les risques cernés; et
- **de déterminer les domaines** qui pourraient nécessiter un examen plus approfondi ou d'autres travaux de vérification.

1. Introduction and Risk Assessment Approach

1.4 Scope

- This audit risk assessment focused on the **overall *Service Transformation Strategy* and roadmap** launched in Spring of 2019, as well as on selected work streams which include the Digital Journey Labs and the Integrated Lean Transformation (more specifically, the first Lean wave completed in the Delhi office). **During the summer of 2020, the Transformation strategy was revised to IRCC Digital Transformation with a focus on five redefined levers**: (1) The Digital Labs; (2) the Digital Platform modernization (DPM); (3) Change Management; (4) Digital Industry Partnerships; and (5) Digital Workplace Enablement. The **DPM and** Digital Industry Partnerships **were not considered** as part of IRCC Transformation Strategy when the team conducted its risk assessment work as it was not initially part of the Transformation programme. Along with the refocused strategy, which includes DPM as a key lever, a **specific risk assessment of DPM will be conducted separately**.

- Our risk assessment was guided by expected risk management controls that take agile project management principles into consideration. In addition, the team examined the governance framework and related processes put in place to oversee and manage the implementation of the Service Transformation Strategy.

1.5 Approach

- Risk assessment and risk management imply an **understanding and control of possible future events** and are **proactive rather than reactive**. An effective risk assessment allows management to identify a project's strengths, weaknesses, opportunities and threats. Risk management is intended to reduce "management by crisis" as it prepares management for unexpected events, should they arise. Ideally, risk assessments should be started at the beginning of a project and continuously considered to increase the project's likelihood of success.

- The IAAB's Risk Assessment of IRCC Transformation was completed one year into the implementation phase of the department's Transformation strategy. As a result, the observations and recommendations are grounded in the **lessons that have been learned** during the first year of implementation (See Annex C for the Risk Assessment Terms of Reference).
- This risk assessment takes into consideration the impacts of the COVID-19 pandemic on departmental priorities and the Transformation agenda.

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2. Observations – Heat Map Summary

Control Objectives (PMBOK & Agile)	Risk Statement before analyzing existing controls	Residual Risk Level	After Implementing Suggestions to Mitigate Risks (slide 18)
1. Governance and Oversight	There is a risk that senior management does not provide oversight of the Service Transformation Strategy from a whole-of-programme perspective. There is a risk that the different work streams are managed in isolation and that interdependencies between the Service Transformation Strategy work streams are not properly considered, defined or managed.	M ➡	L
2.1 Change Management – Resistance	There is a risk that the department and program stakeholders will be resistant to change or experience change fatigue.	H ➡	M
2.2 Change Management – Sustainability	There is a risk that the changes made through the Service Transformation Strategy will not be adopted and sustained by affected employees.	M	
3. Risk Management	There is a risk that project risks are not managed and tracked to assess the likelihood and impact of possible future events in a proactive manner.	H ➡	M*
4. Benefits Realization	There is a risk that the objectives and expected benefits of the Service Transformation Strategy have not been determined. There is a risk that the performance indicators are not meaningful or reflective of the desired results. There is a risk that the reporting of performance indicators is inaccurate.	H ➡	M/H*
5. Stakeholder Engagement	There is a risk that stakeholders that have influence and impact on the success of the Service Transformation Strategy are not engaged.	M	
6. Scope Management	There is a risk that that the scope for the Service Transformation Strategy and work streams is not clearly defined, managed or monitored. There is a risk that scope changes take place without appropriate approvals and management.	M/H	
7. Schedule Management	There is a risk that the Service Transformation Strategy's activities are not delivered in a timely manner.	L	
8. Human Resources Management	There is a risk that the Service Transformation Strategy will not be able to recruit or retain employees with the required skills to carry out the Service Transformation Strategy.	M ➡	M/L*
9. Financial Management	There is a risk of escalation of project costs due to major variances between planned and actual expenditures.	M ➡	L
10.1 Information Management - Collect, manage and share information	There is a risk that the Service Transformation Strategy is not able to collect, manage and share accurate information with IRCC stakeholders.	L	
10.2. Information Management – Adherence with Policies	There is a risk that the Service Transformation Strategy does not manage information in adherence with privacy, security and information retention and disposition policies.	L	
11. Information Technology - Digital Platform Modernization	There is a risk that the Digital Platform Modernization is not managed in alignment with the Service Transformation Roadmaps and departmental modernization initiatives.	H – All three will need to be actively monitored to ensure success of overall transformation	

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*It is expected that the Transformation Programme Office, once fully established, will have a leading role in mitigating these risk areas through updating the roadmap and various planning exercises.

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2. Observations

2.1 Governance & Oversight (1/2)

- At the outset of Transformation, the Transformation Committee (TransCom) and Transformation Steering Committee (TSC) were put in place as the **departmental decision-making bodies** responsible for the success of the Transformation agenda. The TransCom (DM-chaired) is the overarching authority over the strategy and ensures ongoing alignment with Departmental direction. The **Digital Transformation Programme Board (formerly the TSC)** (ADM-chaired) drives the implementation plan of the strategy to deliver the outcomes and benefits.

- The original Transformation work streams and newly redefined levers have been and are being implemented by the branches within Transformation and Digital Solutions Sector, which are responsible for delivering on the scope of the Transformation programme. Progress is reported to the Digital Transformation DG Core Consultative Forum (formally the Transformation DG Core), which provides strategic advice and oversight on the management of the programme.

What we found:

- At the outset of Transformation, there were challenges with the structure of governance bodies in terms of clarifying roles, responsibilities, decision making authorities and expectations for information sharing. To address these gaps, a new governance structure was proposed to TransCom in August 2020, to re-align the roles and responsibilities of the governance bodies as well as define terms of reference for the updated **Digital Transformation Programme Board (replacing the TSC)**. The transformation governance structure was reviewed and updated in Fall 2020. The new structure encompasses over eleven (11) governance bodies, and includes interdepartmental consultative forums at the DG and DMA level. Going forward, it is expected that the transformation governance structure will be reviewed on a semi-annual basis with the next review scheduled for March/April 2021.

  - ☑ It would be expected that this new board (and corresponding terms of reference) adequately addresses the previous issues related to oversight.

- The IRCC Digital Transformation is in the process of a **reorganization to accommodate the redefined Transformation strategy,** incorporating service transformation and technology modernization. The reorganization includes the creation of the Transformation Programme Office and a revised roadmap for implementation. This office is tasked with clarifying operational roles, responsibilities and lines of accountability, and providing improved horizontal integration of the various work streams. Specifically, the implementation of the Transformation Programme Office aims to:

  - ☑ **Develop an integrated roadmap for Transformation**: To articulate how the delivery arms are linked to the Transformation mandate and expected outcomes. The Transformation Programme Office is expected to define the specific deliverables for the next 2 to 3 years, and determine which measures will be tracked to measure success. They have committed to developing a holistic document and plan to explain the Transformation programme and how the levers will help meet their objectives.

  - ☑ **Identify risks, issues and mitigation strategies**: Risks and mitigation strategies will be identified and managed by the Transformation Programme Office by escalating risk assessments continuously through the governance process and showing the dependencies between key activities.

- As of the date of this risk assessment report the Transformation Programme Office is in its preliminary stages, and is awaiting finalization of the governance restructuring and reorganization.

2. Observations

2.1 Gouvernance et surveillance (2/2)

Pourquoi est-ce important?

L'absence d'une structure organisationnelle efficace au niveau opérationnel, avec des rôles, des responsabilités, une vision stratégique et un contrôle clairs pourrait mener à une mauvaise harmonisation des priorités, à un dédoublement des efforts ou à des lacunes dans la mise en œuvre des activités de gestion du programme. Cette absence de structure pourrait également mener à une incompréhension des responsabilités, à une faible intégration horizontale et à un manque de responsabilisation. La direction pourrait manquer de renseignements sur les problèmes et les obstacles émergeants ou pourrait ne pas avoir tous les renseignements nécessaires pour prendre des décisions éclairées. L'établissement d'un Bureau du programme de transformation est urgent et doit être une priorité.

- L'établissement du Bureau du programme de transformation devrait permettre de définir plus clairement les rôles et les responsabilités sur le plan opérationnel. De plus, le **suivi des risques facilitera la prise de décisions** et augmentera les chances de réussite globale de la transformation.

- Il est attendu que l'établissement du Bureau du programme de transformation contribue à **l'élaboration d'une feuille de route intégrée révisée pour la transformation** pour améliorer l'intégration horizontale des divers volets de travail, et expliquer comment le programme et les mécanismes de transformation aideront à atteindre leurs objectifs (voir la diapositive 10 pour plus de détails sur la définition de la stratégie et les paramètres de rendement).

- **La priorité devrait être accordée à l'achèvement de la réorganisation du Bureau du programme de transformation.** Il faut également s'assurer que tous les intervenants sont au courant des rôles et des responsabilités redéfinis qu'aura le Bureau dans la surveillance de la mise en œuvre du programme de transformation.

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2. Observations

2.2 Objectifs, mise en œuvre et avantages réalisés de la transformation

- La vision de transformation d'IRCC est de « devenir un chef de file mondial en matière de migration en optimisant les avantages de nos programmes tant pour les clients que pour les Canadiens » et vise les trois résultats suivants :

  1. Offrir une meilleure **expérience client** en réduisant les délais de traitement et en créant des processus plus simples et plus clairs;
  2. Stimuler l'**excellence opérationnelle** pour traiter les demandes plus rapidement, tout en maintenant les coûts et en améliorant le parcours de nos employés;
  3. Maintenir un haut niveau d'**intégrité du programme**.

- Pour atteindre ces résultats, la Stratégie de transformation des services d'IRCC portait d'abord sur cinq volets de travail : Laboratoires numériques, Transformation intégrée allégée, Paramètres, Culture et gestion du changement et Gouvernance du programme. La Stratégie a cependant été récemment redéfinie comme la **Transformation numérique d'IRCC et elle comprend cinq mécanismes recentrés** (voir le tableau de description à l'annexe B) :

  1. La modernisation des Laboratoires numériques et
  2. de la plateforme numérique – qui peuvent être considérées comme les deux projets principaux; et leurs moteurs :
  3. Gestion du changement;
  4. Partenaires avec l'industrie numérique; et
  5. Mise en œuvre d'un espace de travail numérique.

  La Transformation numérique d'IRCC dans son ensemble est rendue possible par le Bureau du programme de transformation qui se charge des fonctions de gestion du programme et de gestion du changement, en intégrant les efforts et en appuyant toutes les initiatives de la Transformation numérique d'IRCC.

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2. Observations

2.2.1 Strategy Definition & Performance Metrics

What we found

- **Clear objectives were defined** at the outset for the overall IRCC Service Transformation Strategy, as well as the overall strategy to achieve them (i.e. the work streams). Objectives specific to **Digital Journey Labs** were defined and included "taking an end-to-end view of the client journey to fundamentally reimagine their experience" and "operating with enhanced speed and agility to deliver meaningful customer experiences".

- High level objectives for **ILT in New Delhi** were defined and understood as "optimizing current operations in Delhi, focusing on paper applications". ILT's **specific scope and direction** were not clearly articulated to the ILT team and the New Delhi Office at the outset. This resulted in misaligned expectations when implementing the strategy.

- Although working level key performance indicators were established and metrics were captured for ILT and DJL, overall **achievement and impacts against business outcomes have not yet been assessed**. As of the date of this risk assessment, the re-organized Transformation Branch is taking into account lessons learned from the first year and is developing an integrated roadmap for the five levers of transformation and defining how each lever will contribute to Transformation's overall expected outcomes.

  - The Transformation Branch is still identifying what success will ultimately look like and how it will be achieved. The roadmap will **articulate the detailed approach to achieving Transformation success** and will be used to report to the governance committees on status. The plan will also explain how the delivery arms are linked to the broader Transformation agenda and ensure that their respective roles and responsibilities are communicated.
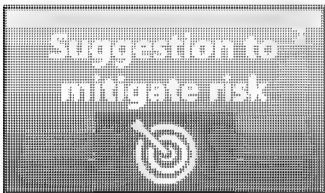
Suggestion to mitigate risk

In conjunction with the re-organization of the Transformation Branch, it will be important for **common performance indicators and corresponding implementation roadmap** to be completed as soon as possible and communicated to key stakeholders. In addition, overall achievement and impacts against business outcomes should be assessed and reported on.

Why This Matters

Defining performance indicators and metrics for success is key to determine whether the chosen strategies support the overall transformation objectives. In the absence of well-defined and agreed upon indicators to measure success, decision makers will not be able to determine whether results and benefits are aligned with their Transformation vision. They may not be able to identify challenges and re-align approaches in a timely manner when needed.

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2. Observations

2.2.2 Aligning Digital Transformation with Policy Modernization & Departmental Priorities

🔍 What we found

Aligning Digital Transformation with Policy Modernization

- While the Transformation agenda mainly consists of developing improvements to the client experience and driving operational excellence and program integrity, the majority of associated improvements are solely based on **current policies**. In tandem, other sectors within the department are **reviewing and "transforming" their policies** and fundamental approaches to their lines of business, which may require new or amended regulatory authorities

- Transformation and Digital Solutions Sector works with Strategic and Program Policy Sector in the planning and sequencing of transformation initiatives to ensure they align with department plans and priorities, and in identifying and tracking interdependencies such as policies, processes, and technology. For example, the Admissibility branch is modernizing the screening of visitors coming to Canada, which not only looks to improve processes (by transitioning from paper documents to digital) but also by seeking needed regulatory authorities and establish key partnerships with stakeholders external to the department. The Digital Journey Lab indicated they are tracking these types of initiatives internally throughout the department and ensuring that the inter-dependencies between their work and policy changes are understood from a broader transformation perspective. However, there is no formal integrated plan to monitor these dependencies, their alignment with objectives and reporting of results.

COVID-19 Pandemic & Departmental Priorities

- The COVID-19 pandemic has had a profound impact on departmental priorities and has **increased the pressure on IRCC's processing capabilities**; which in-turn is having a fundamental impact on the Transformation agenda. The pandemic has highlighted that the department's paper based processes are generally inefficient, especially since the majority of staff are now working remotely. The pandemic is also **jeopardizing the process improvements achieved by the ILT team in Delhi** as the 'new normal' resulting from the pandemic is yet to be determined. This uncertainty has an impact on the Transformation agenda as it will be important for the department to consider the new operational realities that may follow the pandemic.

Suggestion to mitigate risk 🎯

The Transformation Branch should ensure alignment of the revised Digital Transformation agenda with **policy modernization**, as well as with departmental priorities and Digital Platform Modernization in the new pandemic context.

Why This Matters

The absence of a formal plan to keep the Transformation agenda aligned with policy change, emerging needs and departmental priorities could eventually lead to inconsistencies in objectives and visions, and could lead to the development of solutions that do not meet the requirements and needs of users and clients.

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2. Observations

2.2.3 Approach to Lean Management

What we found

- In response to work environment changes and new emerging needs resulting from the COVID-19 pandemic Integrated Lean Management is now incorporated as an enabler to the overall Transformation agenda. Due to the COVID-19 pandemic, the outcomes of the Integrated Lean transformation initiatives planned and implemented during the Delhi Lean Wave did not reach a steady state. As a result, the **success of the overall ILT initiative has not been measured against the four expected business outcomes**.

- Several lessons learned were identified and reported following the first Lean wave. Outcomes from the Lean Temporary Resident Visa Pilot were assessed. However, results from the pilot were collected under controlled environments and with contained parameters. As such, the outcomes could not be extrapolated to represent the potential success of a scaled-out implementation within more true to life parameters. With the impacts of COVID-19, a shift to digital processing has become a priority. The ILT in New Delhi was focused on paper-processing within the office, and it is uncertain how these physical practices will be modified in the "new normal" and how the priority of e-Applications will affect the need for paper processes.

- In May 2020, the ILT team started the next Lean wave by collaborating with the Citizenship Journey Lab to diagnose and baseline the Citizenship Grant journey The team will be working Domestic Network and Centralized Network stakeholders on implementing rapid improvement projects. A **formalized long-term plan and vision** for future Lean Transformation exercises **in alignment with the Digital Transformation priorities,** and including the role of supporting the International Network with respect to Lean implementation, have not yet been established.

Recommendation from the Close-out Review of Integrated Lean in Delhi*: A formalized long-term plan and vision for the future implementation of Integrated Lean Transformation and the Lean Centre of Expertise in alignment with the Digital Transformation priorities, should be established to outline Integrated Lean Transformation's mandate within the department. With the priorities shifting to digital processing, the vision and value proposition for ILT will need to be realigned to support the departmental priorities.

Why This Matters

Pursuing Lean initiatives without validating the value added and the extent to which they contribute to the overall Transformation objectives could lead to a misalignment between anticipated and actual results, a misalignment between solutions and actual needs, and a misuse of public funds.

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* To remain consistent, this recommendation was included in IAAB's Close-out Review of Integrated Lean in Delhi, which is a second project conducted by IAAB on IRCC Transformation.

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2. Observations

2.3 Culture and Change Management (1/2)

- Culture and Change Management is defined by TDSS as "shaping and defining new behaviors and principles to ensure our employees adapt to changes and achieve success throughout Transformation". IRCC Digital Transformation involves re-designing programs and processes, and adopting new tools and systems to optimize operations. To carry this out, TDSS follows **Lean and Agile project management methodologies**. These innovative approaches represent a contrast with the traditional project management approaches that are usually followed in the federal public service, and therefore require a **paradigm shift in how employees think about project management.**

What we found:

- At the earliest stages of Transformation, both **culture and change management were identified as key enablers** to drive sustainable transformative changes within the department. To manage this important function, the department created the Culture and Change Management Branch (CCM), which was tasked with managing change associated with the Transformation Agenda. As part of their role, CCM supported change communications to build awareness within the department.

- Despite the magnitude of the Transformation agenda, we did not find a strategy assessing the **departmental capacity for a change of this magnitude;** including management's predisposition to such as change, nor employees' readiness for change, and assessing the risk of change fatigue and buy-in. Understanding these organizational attributes would enable CCM not only educate and prepare the department for this change but also help to avoid potential obstacles and reduce resistance.

- In order for transformation projects to be successful, **Agile and Lean principles and culture need to be understood and adopted** by IRCC management and staff in a planned manner and in alignment with the process, organization and technology changes to avoid change and communication saturation. Targeted stakeholder engagement was conducted through Lean leader boot camps and planning kaizen events across IRCC Domestic and Centralized Networks. ILT and DJL also collaborated with Citizenship on diagnosing and baselining the Citizenship Journey. However, we did not find a department-wide strategy to provide training and awareness on these project management principles and to manage the associated culture change. We did not find evidence that levers and obstacles to the successful adoption of Agile project management principles were assessed.

- The CCM Branch with its original mandate was only operational mid-way through the implementation of both the Integrated Lean Transformation project in Delhi and the Digital Journey Lab for Temporary Resident Visa. As a result, it was **not able to adequately assist these two projects** in assessing and addressing their change management requirements.

    - As part of the Transformation programme reorganization, culture and change management is led by the Transformation Change Management Office (TCMO) within the Transformation Programme Office. The TCMO team is expected to provide early and ongoing support to all Transformation programme initiatives; including focusing on providing change management advice, and promoting awareness to engage staff and lower resistance. Transformation is intended to work as an integrated programme across all elements - strategy, process, organization and people change, technology and information – to ensure stakeholders are aware and engaged appropriately throughout.

2. Observations

2.3 Culture et gestion du changement (2/2)

Une **évaluation du niveau de préparation au changement** à l'échelle du Ministère devrait être entreprise en collaboration avec la Direction générale de la gestion du changement pour évaluer si IRCC est prêt à comprendre et à adopter les changements culturels et opérationnels qui résulteront de la planification et de la mise en œuvre des initiatives de transformation. **La stratégie de gestion du changement par STSN devrait** tenir compte des résultats de cette évaluation, et comprendre une formation et un plan de communication.

Pourquoi est-ce important?

La culture et le système de valeur de l'organisation jouent un rôle majeur dans la façon dont l'organisation réagit au changement. Sans évaluation, les instigateurs du changement ne sauront pas dans quelle mesure l'organisation est prête à faire face au changement. La capacité de changement des gestionnaires et des employés est limitée (surtout pendant les périodes de transformation et d'incertitude importantes), voilà pourquoi la haute direction joue une rôle important dans l'évaluation de la préparation des employés et de leur possible résistance. Ce manque de compréhension peut engendrer des attentes contradictoires, un dédoublement du travail, et pourrait limiter le succès du programme de transformation.

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2. Observations

2.4 Human Resources Management

- Large-scale projects such as *IRCC Digital Transformation* require a complement of experienced and junior staff. It is important that TDSS is able to recruit and retain employees with the required skills and experience to manage and carry out the work.

What we found:

- A strategic resource management plan was not established for Transformation. Resources required for ILT in New Delhi and Digital Journey Labs were established at a high level, but detailed experience and skill sets needed were not clearly defined. Given the speed at which the Transformation Branch was established, it was a **challenge for the Branch to staff the positions without clear competencies** and an understanding of the job requirements. In many cases, newly hired employees were placed in positions where the mandate was not clear, or for which they **did not possess prior knowledge or experience** in carrying out those roles.

- Throughout the year, while staff gained experience and on-the-job training, **TDSS experienced a high turnover of staff**, and several TDSS employees, managers and directors left the branch and the department, resulting in a loss of corporate knowledge and transformation experience for the branch. Some staff rotation was expected due to temporary assignments from different branches within the department to support Transformation, as well as staff transition to other departments in supporting other agile and innovative projects. This reinforces the importance and need for a strategic resource management plan.

  - ☑ It is expected that the Transformation Programme Office will play a role in resource and talent management. As additional lines of business become involved in Transformation, there is a need to have **adequate resources in place with the necessary skills and capabilities**. The Transformation Programme Office will need to work hand in hand with corporate enablers so that staffing can be done effectively and efficiently to fulfill the needs of Transformation.

Suggestion to mitigate risk

A **human resources recruitment and retention plan** should be developed for Transformation. This plan should detail competencies and experience that are required for each position, as well as the extent of resources needed.

Why This Matters

IRCC Digital Transformation is an important and large-scale endeavor that requires qualified, experienced and competent staff. It is important that TDSS is able to identify the resources and competencies needed, but also to attract and retain talented resources.

2. Observations

2.5 Financial Management

- To support IRCC Digital Transformation, there was significant contribution from other sectors and branches within the department to provide resources and subject-matter expertise, as well as through involvement from a consultative perspective.

What we found:

- The financial management of Transformation across the department through a **holistic financial management plan was not established** to estimate cost baselines and determine the estimated budget, actual spending **and savings** from ILT and DJL Transformation initiatives, and for the overall Transformation strategy including contribution from other sectors and branches.

- A **horizontal budget and spending for Service Transformation was not tracked**, managed or reported to capture the involvement of many branches that had dedicated resources to help with the projects. Interviews with finance indicated that Finance branches have not been involved with financial monitoring or planning of IRCC Transformation.

Senior and operational management should monitor departmental spending on an ongoing basis to ensure that the project costs are being tracked and monitored horizontally to track the involvement of all stakeholders involved (e.g. Transformation Branch, International Network, Centralized Network, etc.).

Why This Matters

Financial management and budget tracking is key to ensure accurate distribution of funds and forecasting of financial needs. Without budget tracking, senior and operational management will not have the information they need to determine at what cost benefits are achieved and if the return on investment is aligned with expectations. Financial mismanagement could eventually lead to exhaustion of funds and reductions in scope and quality of solutions.

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2. Observations

2.6 Gestion des contrats

- Le contrat de réalisation de la *Stratégie de transformation des services d'IRCC* a été accordé à McKinsey & Co, dont le mandat est de fournir des conseils et des services d'experts afin de permettre au Ministère de gérer et de mettre en œuvre sa stratégie de transformation des services pour la période du 11 juin 2019 au 12 juin 2022. La portée des travaux de l'entrepreneur, telle que décrite dans l'EDT, est la suivante :
    1. Fournir des services de soutien au Bureau de la transformation;
    2. Fournir à IRCC des scénarios cohérents et reproductibles pour réaliser une transformation allégée;
    3. Fournir à IRCC des scénarios cohérents et reproductibles pour effectuer des transformations numériques de l'expérience-client;
    4. Fournir des services supplémentaires en fonction des demandes.
- En mai 2020, la date du contrat a été modifiée pour changer la date de fin du contrat au 31 mars 2021.

Ce que nous avons constaté :

- Des risques ont été soulevés concernant **le rendement de l'entrepreneur et la gestion du contrat pendant la Transformation allégée intégrée à New Delhi.** Même si le contrat avait une plus grande portée, notamment au niveau des opérations du Bureau de la transformation et des Laboratoires des processus numériques, les travaux réalisés sur l'évaluation des risques liée à la transformation d'IRCC ont révélé qu'il y avait moins de préoccupation quant à la participation de McKinsey dans ces secteurs. L'expertise agile de McKinsey a été une valeur ajoutée et a été nécessaire pour soutenir les opérations du Bureau de la transformation et des Laboratoires des processus numériques.

Suggestion pour atténuer les risques

La DGVIR a ajouté un volet sur le rendement de l'entrepreneur et la gestion des contrats qui permettra de faire une étude plus poussée de ces secteurs. À la suite des observations et des préoccupations soulevées pendant l'évaluation des risques, la DGVIR recommande d'élargir la portée de la vérification pour inclure un champ d'enquête sur la gestion des contrats.

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3. Suggestions to Mitigate Risks

Based on the findings of Risk Assessment conducted by the IAAB team, the following recommendations have been made **to help reposition and strengthen** the IRCC Digital Transformation strategy moving forward.

1 Governance and Oversight

Priority should be given to completing the **reorganization of the Transformation Programme Office**, and ensuring all stakeholders are well aware of the redefined role and responsibility the office will play in overseeing the implementation of the Transformation agenda.

2 Strategy Definition & Performance Metrics

In conjunction with the re-organization of the Transformation Branch, it will be important for **common performance indicators and corresponding implementation roadmap to** be completed as soon as possible and communicated to key stakeholders. In addition, overall achievement and impacts against business outcomes should be assessed.

3 Aligning Digital Transformation with Policy Modernization & Departmental Priorities

The Transformation Branch should ensure alignment of the revised Digital Transformation agenda with **policy modernization,** as well as with departmental priorities and Digital Platform Modernization in the new pandemic context.

4 Approach to Lean Management

Recommendation from the Close-out Review of Integrated Lean in Delhi*: A transition strategy and vision for the future implementation of Integrated Lean Transformation and the Lean Centre of Expertise in alignment with the Digital Transformation priorities, should be established to outline Integrated Lean Transformation's mandate within the department. With the priorities shifting to digital processing, the vision and value proposition for ILT will need to be realigned to support the departmental priorities.

7 Financial Management

Senior and operational management should monitor departmental spending on an ongoing basis to ensure that the project costs are being tracked and monitored horizontally to track the involvement of all stakeholders involved (e.g. Transformation Branch, International Network, Centralized Network, etc.).

6 Human Resources Management

A **human resources recruitment and retention plan** should be developed for Transformation. This plan should detail competencies and experience that are required for each position, as well as the extent of resources needed.

5 Culture and Change Management

A department-wide **change readiness** assessment should be undertaken to evaluate to which extent IRCC is ready to understand and adopt the cultural and operational changes that will result from the planning and implementation of Transformation initiatives. **TDSS's change management strategy should be tailored** to the results of this assessment, and should include a training and a communication plan.

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4. Digital Platform Modernization Assurance

For additional information on IAAB's role in providing assurance on Digital Platform Modernization, please refer to the Audit of Digital Platform Modernization Terms of Reference.

Background on Digital Platform Modernization

Background

As part of the Transformation Programme, DPM will enhance existing foundational technology and transition to an enterprise-wide digital platform. This in turn will enable the new processes, tools and capabilities delivered by the Journey Labs, Lean Transformation and Industry Partnerships.

DPM Objectives

DPM's end goal is for IRCC to have an enterprise-wide platform that delivers new and modernized capabilities for all business lines. DPM is expected to establish a modern digital platform that: supports stability, enables agility, and facilitates long-term organization digital transformation. In addition, the modernization aims to provide the benefits of improved client experience, and achievement of operational efficiencies.

Implementation (3-Phases)

1. Stabilize GCMS via early critical projects to achieve improved infrastructure stability. Timeline: October 2020- September 2021 (12 months).
2. Standardize by achieving stable legacy systems and establishing a reliable environment for transformation. Timeline: October 2021- March 2023 (18 months).
3. Enhance by fully integrating new functionalities and onboarding all lines of business onto the new digital platform. Timeline: post April 2023

DIGITAL PLATFORM MODERNIZATION
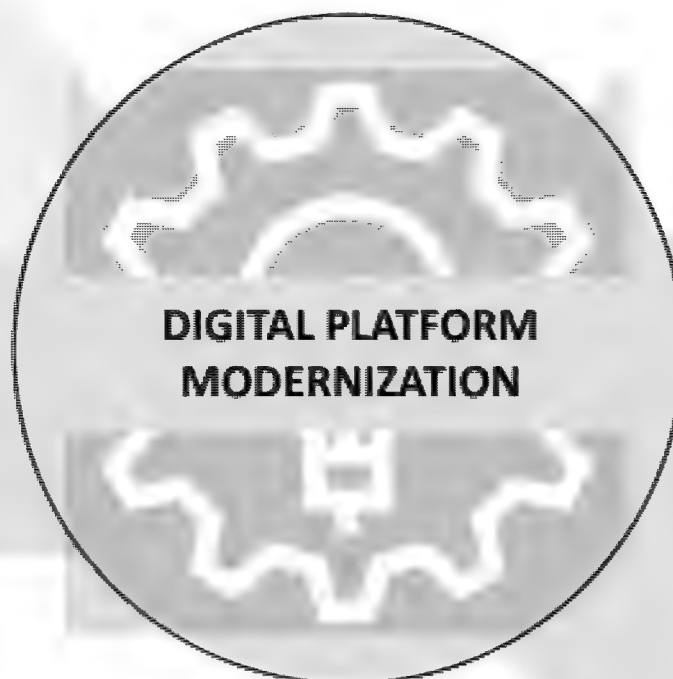
IAAB DPM Assurance Strategy

Assurance Objective

The objective of this audit is to determine whether the **Digital Platform Modernization** support the achievement of the anticipated objectives and is in alignment with departmental modernization initiatives.

Scope & Approach

Using **agile project management principles,** IAAB will examine the oversight and management of the Digital Platform Modernization during the three phase approach including;

- Managing **dependencies** against other modernization activities.
- Adapting **ongoing risk management** to identify, manage and control risks related to the achievement of the project objectives.
- Establishing **communication mechanisms** and **reporting** to related stakeholders, users and key partners.

IAAB will be reporting on **an ongoing basis** to the Departmental Audit Committee (DAC) on the results of the examination for each of the separate audit engagements.

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5. Prochaines étapes de la vérification interne

(1) Les conclusions de l'**évaluation des risques liée à la transformation** seront validées auprès de la haute direction et seront présentées au Conseil du programme de la transformation numérique (anciennement le Comité directeur de la transformation), au Comité de la transformation et au Comité exécutif au cours des prochains mois. La DGVIR continuera de travailler avec le Secteur de la transformation et des solutions numériques (STSN) sur la réponse de la direction et les plans d'actions.

(2) La DGVIR continuera de travailler au volet sur le rendement de l'entrepreneur et **présentera les résultats finaux** au Comité ministériel de vérification par correspondance ou lors de la prochaine réunion virtuelle prévue du comité ministériel de vérification.

(3) La DGVIR travaillera sur le mandat afin de fournir une assurance constante pour la modernisation de la plateforme numérique et collaborera avec Services partagés Canada (SPC) et Emploi et Développement social Canada (EDSC) pour rendre compte particulièrement au Comité des services essentiels du sous-ministre pour une surveillance additionnelle dans une perspective pangouvernementale.

(4) Dans le cadre de la stratégie d'assurance de la transformation, la DGVIR continuera de surveiller l'évaluation des risques liée à la transformation et la mise en œuvre de suggestions d'atténuation des risques. La DGVIR rendra compte au Comité ministériel de vérification périodiquement sur les progrès de la mise en œuvre.

Annex A – Former Service Transformation Strategy Work Streams

Optimizing current operations across all lines of business within the four walls in Delhi, focusing on paper applications

Lean Wave in Delhi

Enablers: Metrics, Change Management, Governance

TRV Digital Journey Lab

Fully reimagining and digitizing our service delivery for TRV across all steps of the client journey (seek, apply, wait / process, decision)
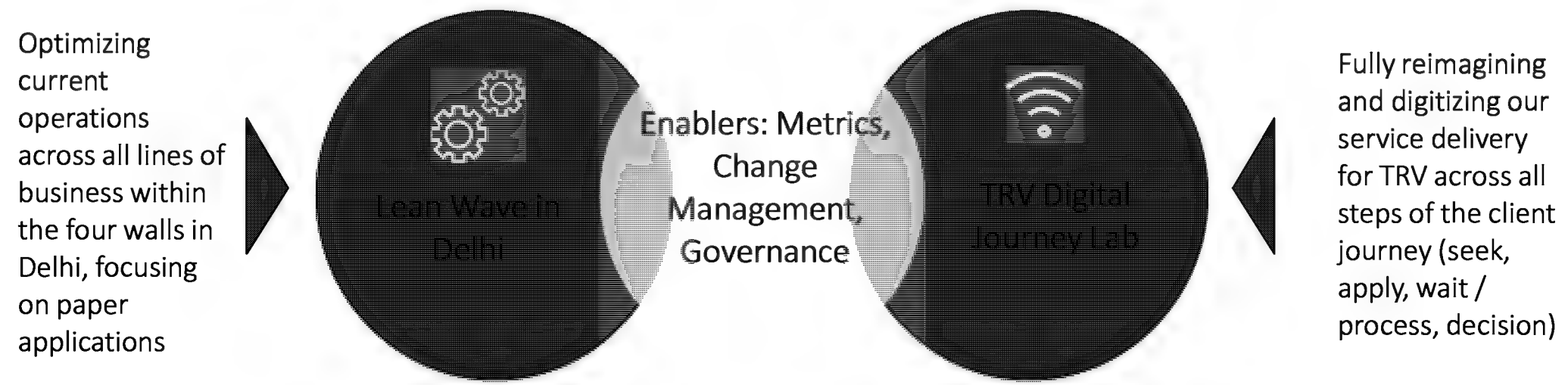
Metrics, Change Management and Programme Governance: These three work streams are carried out concurrently as enablers to (1) define & tracks metrics to evaluate progress of the other work streams, (2) communicate transformation and drive sustainable change management, and (3) rollup data provided by the officer team for reporting purposes.

Source: IRCC Transformation Workshop on February 5, 2020, slide 7.

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000239

Annex B – Redefined IRCC Digital Transformation Strategy

Transformation Levers

Digital Labs
Fulfill client needs and re-design a digital program delivery model in an agile, iterative and cross-functional environment.

Digital Platform Modernization
De-risk existing foundational technology and transition to an enterprise-wide digital platform.

Change Management
Build upon current organizational strengths and engage employees in embracing the mindsets and behaviours required for transformation.

Digital Workplace Enablement
Adopt tools, lean processes, and management systems to optimize operations and enable a digital working environment.

Digital Industry Partnership
Leveraging industry innovation and solutions to accelerate Digital transformation.

Source: Digital Transformation Update to DAC - September 17, 2020, slide 5.

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Annex C: Audit of IRCC Service Transformation Summary and Risk Assessment Terms of Reference* PROTECTED A / PROTÉGÉ A

Background & Introduction

Over the last few years, IRCC has been challenged with operational pressures due to growing volumes, service delivery complexities and rising client expectations. In order to address these pressures while continuing to achieve service objectives, the department undertook a transformation of process and tools supporting its service delivery. In fall 2018, IRCC engaged McKinsey & Co. to get support in conducting an outside-in assessment of its operational performance, client service levels, and current transformation plans.

IRCC Service Transformation Strategy focuses on 3 main pillars:
1) **Providing improved client experience** by reducing wait times, and generating simpler and clearer processes, which shorten the end-to-end application process;
2) **Driving operational excellence** to enhance our employees' journeys, decouple volume and effort spent processing applications, and lower cost per application to alleviate the funding gap;
3) **Maintaining a high standard for program integrity** and ensuring that our risk level is maintained or improved.

The Service Transformation Strategy is supported **by the following work streams:**
- **Digital Journey Labs (1):** Redesign of client immigration application processes to help build simpler and more accessible digitally-enabled services for the 15 client journeys. The first digital journey lab was focused on Temporary Resident Visas and the second journey lab will be focused on Citizenship.
- **Integrated Lean Transformation (ILT) (2):** Lean waves are conducted on specific operational sites to improve performance, systems and behaviours and transform the way people work to better suit client needs. The first ILT wave was located in New Delhi and the next ILT wave will be located in Sydney, NS.
- **Digital Platform Modernization:** The core GCMS platform is unstable, cannot meet evolving business needs and is very expensive to maintain. The future platform through Digital Platform Modernization will be built using modern technology to be adaptable and meet evolving business needs. Over the next 3 years, IRCC plans to first de-risk and reduce "technical debt" to stabilize the existing GCMS platform.

Objective

- The **Audit of IRCC Service Transformation Strategy**, which includes a series of audit engagements, is to determine whether the Service Transformation Strategy, Roadmap and work streams support the achievement of anticipated objectives.

- IAAB will also be providing ongoing advice through participation in Service Transformation committees and working groups such as the Transformation Steering Committee, Transformation Committee, Sprint Reviews and Lean Cycle Reviews. IAAB will also identify separate projects to undertake on an as-needed basis.

Scope & Approach

- IAAB's engagements will draw upon **agile project management** principles and ensure that observations take into account expectations that are aligned with agile principles.

- Using agile project management principles, IAAB will conduct **risk assessments** focusing on the governance framework and related processes put in place to oversee and manage the implementation of the Service Transformation Strategy. Risks identified through this exercise will help determine the areas of focus for **future IRCC Service Transformation audits**.

- IAAB will be reporting on **an ongoing basis** to the Departmental Audit Committee (DAC) on the results of the risk assessments as well as the progress and deliverables for each of the separate audit engagements.

- IAAB will reassess and identify audit projects **on an annual basis** as part of IAAB's annual update of the Risk-Based Audit Plan (refer to slide #2 for projects for FY 2020-21).

Timelines *

Winter 2020	June 2020	Fall 2020 – Winter 2021	Ongoing Projects
Plan Service Transformation Audit Approach	Present TOR to DAC and Senior Management	Lean Delhi Close-Out, Risk Assessment of the Service Transformation Strategy, Audit of Contractor Performance, and Ongoing Advice	Presentation of findings to DAC and Senior Management

* Terms of Reference has been amended to reflect recent changes to IRCC Service Transformation. Former ToR was discussed with Senior Management and at previous DAC Meetings

Digital Journey Labs updates
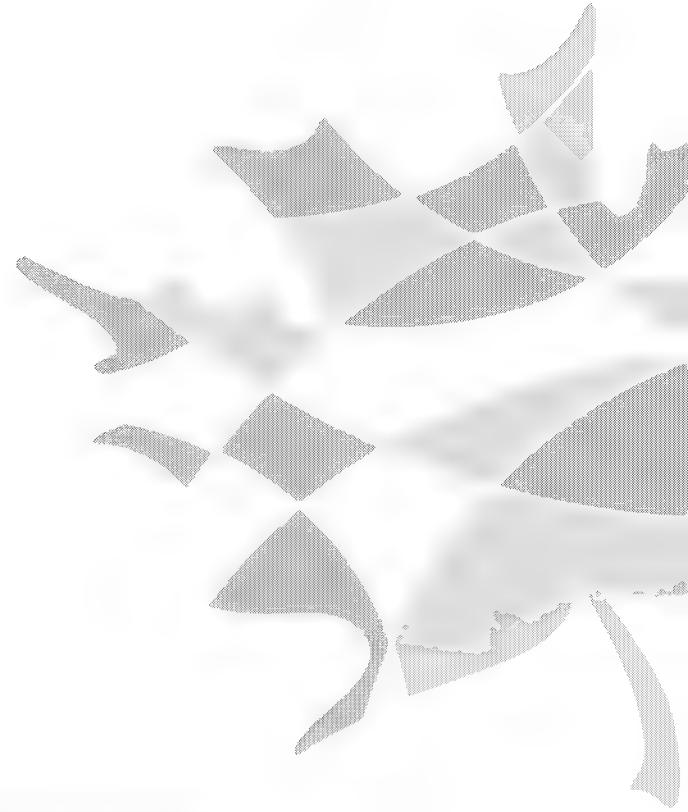
Digital Transformation Programme Board
March 4, 2021

Status update

Recent Progress

Next steps

TRV Lab

Client Team

Digital Capture:
ExCom approved Business Case.

Sprint 7 began on February 17.
Preliminary flow for the Digital Capture mobile application, including DIY MRZ. reader in advance for vendor solution:
- o Ability to have a better view of user experience; and
- o Provide insight into work required to integrate with vendor solution.

- An "edit" feature is being developed to allow clients the ability to edit mis-read information captures by scanning their documents.
- The seek pages are in testing phase to help enhance the supporting document pages.

- After PSCP approval, the procurement of Digital Capture solution call out will be sent to the vendors. Currently delayed.

- Continue working on the edit feature and exception.

- Research will be conducted on the top names proposed for the Digital Capture mobile application.

TRV Lab

Officer Team

Chinook+ Production testing :
- Chinook+ has been successfully tested in 4 IN offices (Abu Dhabi, Shanghai, Warsaw and New Delhi) and has expanded to 4 additional Middle East offices.
- CPC-O and CPC-E have begun using Chinook+ (around 2 users per office to date). Expansion to other users is ongoing.

Migration to Cloud (Chinook 1.5):
- **Feb 15 – Mar 5: 1 officer in an IN Office and the Officer Team continue to test Chinook 1.5 with Staging Data.**
- **Chinook 1.5 rollout during Mar 8 – Mar 26: 1 CN officer from CPC-O and 2 Officers from IN will begin to test Chinook 1.5 with Staging Data.**
- Avanade has delivered Chinook 1.5 MVP and has been extended by additional 4 weeks starting February 22nd.
- The Lab Officer Team has taken lead of the project and is working closely with Avanade to resolve MVP bugs, address technical debt and continue knowledge transfer through development of enhancements.

- Implement alternate solutions to connect Chinook to EDW data (import of Data from GCMS).

- Sprint plan for further development of Chinook 1.5 will include: Additional Mod 3 functionally; automation rules; migration of Mod 5 into the cloud; development of Mod 1 in the cloud for TR and PR LoB.

- Development of a data gateway between EDW data warehouse and Chinook 1.5 has been confirmed for GCMS R26 release. This functionality will streamline the process of moving application data from EDW to Chinook for processing. In the meantime, this task is handled manually.

- Work with IT Security for approval of Protected B Azure Cloud environment. Approval expected in March. Essential for working with live Production data.

2

Status update

CIT Lab

Recent Progress

- **As of February 19:**
  7,439 clients have registered for accounts.
  2,790 applications have been submitted.
  376 applications have been reviewed for completeness and 66% of applications have been deemed complete. Of the incomplete apps, 82% due to missing the photographer's information; fixed since.
  70 applications have been promoted in GCMS.

- DGs approved E2E testing for 180 applications (representing 10% of intake from Dec & Jan).
- Released a fix to the client application on February 18th to solve a failure to submit error that was impacting some clients.
- Adjusted the size of the Amazon Web Service (AWS) to accommodate client information while submitting an application.

- Presented the 55+ applicants design options.

Next steps

- The SME testing group will continue to send a maximum of 20 applications/day to GCMS per week.

- As the lab is aiming to increase the interstitial presentation to 25% of website visitors (up from 10%), work will continue with the networks and CPD to define a detailed deployment plan.

- The lab will begin sprinting of next epic (incomplete applications and 55+) on March 3.

PR SCLP Lab

- Ongoing analysis of the EDW, Finance and Time & Motion data.
- Completed the Zero Base Design (ZBD) workshop.
- Completed E2E baseline 80th percentile for SCLP in-Canada and OVS processes.
- Baselining completed for: Time and Motion, Finance baseline, volume segmentation, payment, CBSA STS, Biometrics and Biogeography, Express Entry, Chinook solution, Citizenship lab solution, TRV lab solution, label service and text processing, ATIP reporting and Use of representatives.
- Code completed for: intake service shell, Java service dependency, and testing accessibility and validation.

- The Business Value team will conduct feature sizing in order to give the Lab a relative understanding of value for each feature to support MVP feature prioritization workshop.

This includes:
- Sizing features against baseline data at a high-level (E2E duration, processing time, and cost base).
- Conducting deep-dive analysis of ~5-12 features that are leading contenders for MVP/one-year roadmap.

3

Le point sur la situation

Progrès réalisés récemment

Prochaines étapes

Voies permettant de passer de la RT à la RP

- Déploiement des modifications du SMGC pour la version 25 (23 février).
- Le déploiement des changements finaux pour la version 25.03 (16 mars) se déroule comme prévu.
- Le travail de codage du portail et de l'outil des agents continue tel que prévu et des progrès sont réalisés.
- Le service des Communications travaille à la construction de la page Web de conseils pour la fonction de recherche.
- Un examen du sprint a été effectué avec les partenaires pour faire une démonstration de l'outil et solliciter des commentaires.
- Le travail de validation de principe par le fournisseur d'automatisation robotisée des processus ARP (aux fins d'intégration de l'outil) est fini.

- La confirmation de la politique du programme a été retardée, et on en évalue présentement les répercussions sur les échéanciers.

- Des discussions sont en cours avec les Services juridiques au sujet des voies permettant de passer de la RT à la RP avec le soutien de la Direction générale de l'orientation du programme d'immigration (DGOPI).

- On travaille en étroite collaboration avec la DGOPI pour assurer que les outils non technologiques tels que l'EFVP sont mis en place pour permettre le lancement du programme.

Demandes en ligne de RT

Demandes en ligne VRT liées à la RT :

En date du 24 février :
- **1,064 clients se sont inscrits au portail d'IRCC;**
- **1,094 demandes sont en cours de traitement;**
- **230 demandes ont été soumises.**

Des changements à la demande en ligne dynamique de VRT seront mis en place pour le 16 mars afin de s'aligner sur les prochaines instructions ministérielles concernant une pause dans l'admission des VRT du 17 mars au 30 septembre.

Permis d'études (PE)
- Lancement officiel du projet pilote de permis d'études le mardi 23 février (version 25 du SMGC). Le lancement a été un succès et le permis d'études est maintenant en vigueur.

Compte tenu de la récente hiérarchisation des priorités, l'équipe se concentrera sur les points suivants:
- Pause à l'entrée du VRT;
- Capture numérique;
- Portail pour les représentants (nuage);
- Permis de travail.

4

Le point sur la situation

Le Moteur de talent numérique vise à faire évoluer la manière dont nous identifions, recrutons et développons la prochaine génération de talents numériques au sein de la transformation numérique et de l'organisation en général. Il s'agit d'un projet pilote visant à recruter des talents spécialisés pour répondre à la demande numérique à l'IRCC.

Moteur de talent numérique (MTN)

Recent progress

- Worked with Communications on additional digital hiring materials
- Engaged diversity & inclusion-focused partnerships based on research – **Attending career Fair First Nations University in Regina** in addition to 2 school partnerships OCAD and Ryerson.
- Created target list of French universities and action plans to engage them including Université Laval, Université de Montréal, Université de Quebec, etc.
- Refined interviewer training to incorporate feedback from interviewers.
- Confirmed approach to competency assessment with HR guidance
- Conducted additional interviews; with a monthly goal of 40, the team has conducted approximately 33 interviews this month.
- Updated dashboard with additional, more detailed metric on 'hiring health'.
- Overall for the month of February, established 13 sourcing partnerships, added 74 candidates to the pipeline and extended ~16 verbal offers for Lab roles.
- Launched competency-based interview assessment.

Prochaines étapes

Actions à poursuivre:

- Continuer d'ajouter des candidats exceptionnels à la liste des candidats potentiels par des actions de sensibilisation directe, des partenariats, des événements, etc.
- Poursuivre l'examen des réserves existantes, y compris des réserves de talents supplémentaires axées sur la diversité.
- Continuer à utiliser des processus d'offre / d'embarquement accélérés et rationalisés.

Actions à débuter:

- Développer et affiner les résultats/objectifs souhaités pour les futurs sprints.
- Continuer à explorer les possibilités de partenariats pour les nouveaux groupes d'équité en matière d'emploi.
- Envisagez la mise en place d'une enquête afin d'évaluer l'expérience des candidats quant à leur parcours d'embauche.
- Élargir le champ d'action à d'autres partenariats en tenant compte de la diversité et de la localisation, notamment à Moncton, Winnipeg et dans d'autres territoires du Nord.

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Biweekly dashboard and metrics
Tableau de bord et mesures bihebdomadaires

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Biweekly CIT MVP Metrics

Updated on Feb 22, 2021

		MVP Target	YTD[1] Value	Trend	Outcome
Digital Application	**Click through to new web application**	10% of Web Traffic	**23758** Clicks		Among the random 10% of website traffic, **58% individuals** are clicking through to the online experience. The rate is holding steady.
	Number of registered clients	N/A	**7439** Registrations	19% ⬆	Registered Clients **increased by 19%** since last report.
	Number of e-Apps submitted using new experience	1931 e-Apps[3]	**2790** e-Apps	26% ⬆	Submission **increased by 26%** since last report and **exceeded 44%** of the MVP target.
	Client Clicks to Apply on Paper	N/A	**1190** Clicks	5%	Small amount of clients choose to "Apply on Paper" after navigating to the landing page. They either did not meet the criteria for e-App or voluntarily chose to apply on paper. This percentage is holding steady.
	Number of e-Apps promoted to GCMS	N/A	**70** e-Apps	169% ⬆	
Client Experience	**Client average time spent in application**	2-4 hrs	**3.55** hrs		The average time between registering for an account and submitting an application is 3.87 days.
Operational Excellence	**Number of e-Apps checked for completeness**	N/A	**376** e-Apps	0% ⬆	248 applications (66%) were determined to be complete. No **new applications have been assessed** since last report due to the focus on application promotion.
	Incomplete Applications	N/A	**127** e-Apps	0% ⬆	**81%** of these were due to missing information about the photographer. No **new applications have been assessed** since last report due to the focus on application promotion.
Web Performance	**Unique visitors**	N/A	**38982** Visitors	17% ⬆	The number of visitors **increased by 17%** since last report.
	Bounce rate[2]	<40%	**32.79%**		Visitors **engagement rate is around 67%.** It indicates the banner is presented to the right target users.

1. Reporting data period: from Nov 30 2020 to Feb 19, 2021.
2. Bounce Rate is the percentage of visitors who enter the Apply Online and then leave rather than continuing to view other pages.
3. Calculation is based on OPPB CIT Intake forecast and 2020 Q3 and Q4 roll-out plan in Business Case.

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Biweekly TRV Metrics

Updated on Feb 22, 2021

Product	Metrics/Indicators	Current Value	Trend	Outcome
Apply MVP	Number of clients screened the Apply MVP form	**2466**	5% ⬆	Reporting Data Period : July 20, 2020 to Feb 21, 2021
	Number of clients accessed the Apply MVP form	**2143**	5% ⬆	
	Number of clients completed in the Apply MVP	**914**	6% ⬆	Seek & Apply MVP have experienced a steady increase in uptake since their respective rollout dates, however a decrease is expected with the integration of the TR eApp.
	Number of clients submitted through the Apply MVP	**110**	2% ⬆	
	Number of applications using Apply MVP approved	**29**	32% ⬆	
	Number of applications using Apply MVP refused	**4**	0% ⬆	
TR E-Apps	Number of clients granted access to the portal	**1238**	129% ⬆	Reporting Data Period : Nov 26, 2020 to Feb 19, 2021
	Number of clients enrolled into TR e-Apps	**884**	130% ⬆	
	Number of clients "in progress" application TR e-Apps	**925**	120% ⬆	TR eApps/ IRCC Portal is currently receiving 10% of the traffic from the seek website.
	Number of clients submitted an TR e-App	**180**	157% ⬆	
	Number of applications using TR e-Apps Portal approved	**5**	⬆	65 Priority applicant applications received in GCMS to date.
	Number of applications using TR e-Apps Portal refused	**5**	400% ⬆	
	Number of Priority applicant applications	**65**	40% ☾	

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Agile delivery: velocity and look ahead – as of Feb 19

		Completion % (Story points)		Predictibility[1] (Story points)	Backlog health[1] (#sprints ahead[2])		Talent needs	Next release & rollout	Blockers/ Challenges
		Previous sprint	Last sprint	Last 5 sprint Average	At sprint planning				
TRV	Client	66% Jan20-Feb3 72 out of 109 points	26% Feb3-Feb17 21 out of 80points	N/A	2			Next release DATE • Mid-April	Still waiting on procurement of vendor solution. Stories from Sprint 6 required more effort that what had been accounted for during Sprint Planning. Many stories were carried into Sprint 7 and will be closed early on
	Officer	1% Feb 1 – Feb 12 2 out of 146 points Low velocity for IRCC tracking As most work was done in Avanade environment.	33 % Feb 15 – Feb 26 139 points Avanade re-joined the team half way through sprint velocity tracking difficult at this point.	N/A	2		• Resources with processing experience for Chinook QM.	• Early spring release of Chinook 1.5 to Prod.	• Avanade dev resources re-joined the team to address technical debt and support enhancement development towards a Prod ready MVP. • Using Azure DevOps for sprinting and tracking of work is new to the team. Velocity at this point is unknown.
	Citizenship	60.60% Feb 03 - Feb 09 20 out of 33 points	88.46% Feb 10 - Feb 16 23 out of 26 points	65.47% 55 out of 84 points Average of last 3 sprints	0 (Ongoing Planning for MVP 2.0)			Next release DATE • ~ Feb 25	• Lower capacity as half the team was working on TRPR lab till Feb18. Some Ongoing developer support to TRPR lab. • Focusing on bug fixes, tech debt and small items. • Also waiting to receive off-network laptops.

1. Predictability is a measure of delivered vs. committed work, provides insight into the reliability of the forecasted release date (5 sprint average).
2. Number of Backlogs. It measures the number of sprints ahead for which the backlog has been groomed and meets Definition of Ready (DoR).

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DPM - Phases 1 & 2 Update

Digital Transformation Programme Board
March 4, 2021

Phase 1 and 2 – Weekly Information Download to TO (1 of 2)

Digital Platform Modernization – updates in red font

État du projet ◯

Du 11 au 17 févr.

Accomplishments over the last week

- ✓ Completed Gate 4 materials for TDR and Cloud. Executive Director approved and submitted to EPMO.
- ✓ Confirmed deferral of DM Core presentation to March timeframe due to other Department priorities. No changes anticipated to materials.
- ✓ Completed Draft TORs for the Director level Project Review Board for both TDR and Cloud.
- ✓ Completed TDR HIP Gate 1 for SSC. This gate will permit further resource engagement and facilitate momentum with SSC.
- ✓ Initiated engagement with Accenture to support Cloud and developing the foundational elements of the Cloud Adoption and Enterprise Cloud Connectivity Capabilities.
- ✓ Completed IO review with Finance and validated costs for Phase 1 and Phase 2.
- ✓ Sourced change management resource for TDR.
- ✓ Initiated 6 week engagement with Deloitte around resistance management in key stakeholder areas.
- ✓ DGO solicited open invitation for any Branches to receive DPM overview presentation.
- ✓ Completed first version of DPM onboarding package for use by Directors.
- ✓ Updated weekly report prototype with upcoming milestones.
- ✓ Finalized procurement approach for 9 of 10 resources.

Key decisions made

- • None to report.

Principales activités dans les 2 prochaines semaines

- ❑ Terminer la présentation de la MPN à l'intention de la gestion des opérations (prévue pour le début ou la mi-février); recevoir l'approbation du directeur.
- ❑ Établir l'ordre de priorité des versions de la MPN et du SMGC pour éliminer les conflits d'échéancier et communiquer clairement les interdépendances.
- ❑ Commencer à préparer les documents du point de contrôle 5 concernant l'infonuagique et la RDT pour le CSP, afin de les présenter à la réunion d'avril.
- ❑ Faire progresser continuellement le processus d'approvisionnement et de dotation pour les ressources essentielles, y compris la classification.
- ❑ Poursuivre les discussions avec le Bureau de la transformation (BT) sur les approches visant à simplifier la gouvernance.
- ❑ Examiner les rapports sur les risques et les problèmes en vue de leur escalade avec le BT et les rapports en cours avec le Comité de transformation et le Conseil du programme de transformation numérique.
- ❑ Confirmer le calendrier du Conseil d'examen de l'architecture d'entreprise du GC concernant les aperçus de l'architecture d'infonuagique, de la RDT et du BPB.
- ❑ Rencontrer le directeur de la sécurité des TI pour discuter des premiers engagements en matière de sécurité infonuagique pour la MPN.

Prochaines étapes

Titre	Échéance	État
Présentation du point de contrôle 4	22/02/2021	◯
Mise à niveau du système d'exploitation de Cognos	28/02/2021	◯
Siebel – date d'achèvement	31/03/2021	◯

◯ Bon   ◯ À risque   ◉ Alerte

Phase 1 and 2 – Weekly Information Download to TO (2 of 2)

Digital Platform Modernization

Key Risks & Issues

Description	Risk or Issue?	Impact	Proba-bility	Mitigation/ Actions taken
Scarcity of required critical skills and competencies. There is a risk that the skills and competencies required to implement, support and sustain new technologies introduced by the DPM may be difficult to source and obtain.	Risk	H	M	1. Prepare a resource management plan to identify work activities requiring new or specialized skills to support the introduction and sustainment of new technologies. 2. Create a HR plan to identify skill gaps, define new opportunities for employees and prepare training plans to support the FTEs selected for these roles. 3. Explore existing IRCC contract vehicles to secure critical skills through contractors. 4. Prepare transition plans to include knowledge transfer as a key component during project execution and implementation.
Prioritization of DPM within IRCC HR. There is a risk that internal HR processes for FTE positions/classifications and the ability to attract talent may impede the DPM projects to move forward with critical resourcing needs.	Risk	H	M	1) Establish DPM Staffing Working Group. 2) Ongoing communication with HR. 3) Engage with Transformation Branch on the Digital Talent Engine initiative underway 4) Raise awareness through the Digital Transformation governance structure.
New Hire Onboarding. There is a risk that if onboarding is not done quickly once HR or procurement paperwork is approved, resources will be delayed in starting or start without equipment.	Risk	H	M	1) Establish measurements and track staffing on a weekly basis. 2) Establish internal DPM onboarding process for GC DOCS and background materials.

Template – Do not modify

Phase 1 and 2 – Weekly Information Download to TO (1 of 2)

Digital Platform Modernization

Project status ◯

Week of XX to XX

Accomplishments over the last week

- ✓ *In this section, please pay special attention to linking progress to overall project and transformation goals and metrics that have been set*
- ✓ *…*
- ✓ *…*
- ✓ *…*

Key activities in the next 2 weeks

- ❑ *Engage with…*
- ❑ *Determine when…*
- ❑ *Launch the…*
- ❑ *…*
- ❑ *...*

Key decisions made

- • *Will explore …*
- • *Pursuing…*

Upcoming milestones

Name	Due Date	Status
XX	DD/MM/YYYY	
XX	DD/MM/YYYY	

◯ Good ◯ At Risk ◉ Alert

Phase 1 and 2 – Weekly Information Download to TO (2 of 2)

Digital Platform Modernization

Key Risks & Issues

Description	Risk or Issue?	Impact	Proba-bility	Mitigation/ Actions taken
Provide a brief description of the risk or issue	Risk	H	L	*Provide details as to what you are doing to mitigate the risk/ issue.*
	Issue	M	M	

Digital Platform Modernization (DPM) Programme
Status Report

Digital Transformation Programme Board
March 4, 2021

Agenda

Digital Platform
Modernization

Topic	Lead(s)	Page
Executive Summary	Jennifer	3
1. Cloud Project & Sub-projects	Yanick / Jason	4
2. TDR Project & Sub-Projects	Candice / Gary	5
3. DPM Programme Delivery & Benefits & Financials	Rahul / Nick	6
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5. DPM Interdependencies	Larry	8
6. Stakeholder Engagement, Communications, Change MGMT and Training Update	Kyrra	9
7. Issues and Risks	Jennifer	10

Executive Summary | 2021-02-08 to 2021-02-12

Digital Platform
Modernization

Overall Project Status: Team completed Gate 4 documentation and presentation is on track for February 22 POC. Other priorities include advancing discussions with enabling partners to facilitate the sourcing of staff and professional services resources, and refining report frameworks and processes.

	Overall	Schedule	Scope	Risks	Issues
Previous Period					
Current Period					

Programme Summary - Key Accomplishments this Period:

- Completed Gate 4 materials for TDR and Cloud. Executive Director approved and submitted to EPMO.
- Confirmed deferral of DM Core presentation to March timeframe due to other Department priorities. No changes anticipated to materials.
- Completed Draft TORs for the Director level Project Review Board for both TDR and Cloud.
- Completed TDR HIP Gate 1 for SSC. This gate will permit further resource engagement and facilitate momentum with SSC.
- Initiated engagement with Accenture to support Cloud and developing the foundational elements of the Cloud Adoption and Enterprise Cloud Connectivity Capabilities.
- Completed IO review with Finance and validated costs for Phase 1 and Phase 2.
- Sourced change management resource for TDR.
- Initiated 6 week engagement with Deloitte around resistance management in key stakeholder areas.
- DGO solicited open invitation for any Branches to receive DPM overview presentation.
- Completed first version of DPM onboarding package for use by Directors.
- Updated weekly report prototype with upcoming milestones.
- Finalized procurement approach for 9 of 10 resources.

Programme Summary - Upcoming Activities Next Period:

- Discuss prioritization of DPM and GCMS releases to eliminate scheduling conflicts and clearly communicate interdependencies.
- Begin to develop Cloud and TDR Gate 5 POC materials for presentation at the April meeting.
- Ongoing advancement of procurement and staffing process for critical resources including classification.
- Continue discussions with Transformation Office (TO) regarding approaches to streamline Governance.
- Review risk and issue reporting for escalation with Transformation Office and ongoing reporting to Transcom and DTPB.
- Confirm GC EARB timing for Cloud/TDR/BPO architecture overviews.
- Meet with IT Security Director to discuss early DPM Cloud Security engagements.

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1. Cloud Project & Sub-projects | 2021-02-08 to 2021-02-12

Digital Platform
Modernization

Lead: Yanick Larouche / Ahmad Shadid

Key Accomplishments this Period:	Upcoming Activities Next Period
Cloud, Architecture and Governance Core Capabilities: • Finalized the Phase 1 Gate 4 artifacts, including the Project Charter, POC presentation, etc. • Updated the preliminary Project Schedule and reconciled it w/ Charter deliverables/milestones. • Prepared an initial version of the Project Organizational Chart, and will continue refining it. • Met w/ SSC to kick-off their DPM Cloud engagement, and identified internal tasks to pursue. • Met with Accenture to review the scope of engagement, and proceed with next kick-off steps.	**Cloud, Architecture and Governance Core Capabilities:** • Identify distinct work packages that can be split among PMs joining in March. • Refine the WBS and Project Schedule to allow for early tasks kick-off. • Refine the Organizational Chart to allow for clear definition of roles & responsibilities. • Meet w/ IT Security Director to discuss early DPM Cloud Security engagements. • Kick-off Accenture's review exercise and closely track progress.
Others: • Worked closely with Procurement to advance finding and hiring critical Cloud resources. • Worked closely with HR and DMO to provision an EA for the DPM cloud program. • Prepared the 1st version of the Terms of Reference (ToR) for the DMP PMB and initiate the work required to standup the board. • On-boarded one PM Support resource, and welcomed a 2nd PM Support resource today.	**Others:** • Advance the procurement activities to hire critical resources. • Initiate establishing the PMB for DPM, with the goal of kicking off the 1st meeting early March.

Early Warning Description	Next Steps	Date Raised	Owner
Timely securing appropriate start-up project team resources.	1. Working with the DPM procurement specialist, identify viable procurement strategy including available contracting vehicles for critical Cloud resources; 2. Mobilize existing external vendor resources and contracting options and source specific resources on basis of strategic work flow and fit.	01/07/2021	Yanick Larouche / Jessica Strangemore
Multiple IRCC workloads seeking cloud deployments in an unstructured fashion.	1. Engaged Accenture to review current IRCC's Cloud engagement activities and identify components that may fit under the DPM Cloud Program.	01/29/2021	Yanick Larouche / Ahmad Shadid

2. Technical Debt Reduction Project & Sub-projects | 2021-02-08 to 2020-02-12

Digital Platform
Modernization

Lead: Candice Gallo / Gary Finn

Key Accomplishments this Period:	Upcoming Activities Next Period
Gate 4 • Completed EPMO review of Project Charter and Gate 4 artefacts • Ready for formal submission on Monday Feb 15th HIP • OpenShift Dev environment not yet completed by SSC • Planning - Work Breakdown Structure - first draft completed • Planning - Work Packages / Milestones - first draft completed • Planning - Initial Timelines - first draft completed • Validation of project plan with key delivery partners and stakeholders continuing • Initial USVV POC design underway WS3 - Siebel • Began the Project Estimates and detailed planning. • Brain stormed alternative schedules. • Initiated formal impacting of Upgrade CR's via Azure Dev Ops. • Created initial Siebel Upgrade Schedule and Baselined the first 3 months. • Initiated weekly meetings to gather project status from all key stakeholders. WS5 – Ways of Working • R27/28 revised its schedule for BRD submission to July 30 from Mar 15 • Analysis of identified 36 High Impact and High Reoccurrence Known Issues is ongoing in preparation to meet the Business Requirement due date for R27 & R28	Gate 4 Formal Submission of Gate 4 materials – Feb 15 HIP Present to SSC SDM (Infrastructure Plan and Project Overview Timelines, Dependencies and Deliverables Feedback gathering from impacted teams (all GCMS teams) Deep Dive – Full Review and understanding of the current logging within GCMS system WS3 – Siebel Investigating cloud option for GCS. Work with the team to analyze the assessment and produce estimates. Investigating GCMS Siebel Upgrade dependency options around DR and Releases. Project Risk and Issues meeting to be held bi-weekly (held within the Project status meeting).

Early Warning Description	Next Steps	Date Raised	Owner
IT Ops resources not fully committed to TDR	• Confirmation from IT Ops on allocation of resources • Funding commitment for FY 2020-2021	Jan 22	CGallo
SSC to determine way to support TDR projects (HIP, Siebel, IT Security…)	• Continue weekly discussions with SSC Account Executive Team • Early definition of requirements (Phase 1 and 2)	Jan 22	CGallo

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3. DPM Programme Delivery & Benefits & Financials | 2021-02-08 to 2021-02-12

Digital Platform
Modernization

Lead: Rahul Badami / Nick Fidler

Key Accomplishments this Period:	Upcoming Activities Next Period
• Draft project-specific BRPs for Gate 4 complete • Updates made to monthly Financial Reporting Tool • Financial Reporting process document complete • DPM financial coding changes initiated	• Initiate milestone based reporting discussions with Finance. • Establish GCDOCS access control process and versioning and communicate with DPM team members. • Finalize decision log process and documentation to meet audit requirements. • Set up bi-weekly meetings with Finance and ASU

Early Warning Description	Next Steps	Date Raised	Owner

4. Intégration et gestion des ressources | Du 2021-02-08 au 2021-02-12

Digital Platform
Modernization

Responsable : Anthony Woods

Principales réalisations pendant cette période

- La note de classification avec la Direction générale du DPF, comprenant l'accord de créer 25 postes permanents, est terminée (il y a une occasion de revoir la décision du budget 2021 pour la phase 3).
- Le travail de transition pour la DPM en vue d'assumer les fonctions administratives se poursuit.
- Des offres ont été faites à 3 AS-01 pour répondre à nos besoins immédiats.
- De courts entretiens ont été organisés avec les meilleurs candidats AS-04 et AS-05 pour présélectionner les candidats au poste de directeur.
- La prochaine phase de recrutement pour doter les postes clés est lancée.

Activités à venir pour la période suivante

- Terminer les entrevues AS-04 et AS-05 et la présélection des candidats.
- Planifier la prochaine réunion du groupe de travail sur la dotation de la MPN.
- Lancer la classification des postes.
- Poursuivre le recrutement de talents en fonction des besoins précis des groupes.

Équipe	Nombre de postes	Postes dotés	Postes en voie d'être dotés	Postes restants à être dotés
MPN	16	10	3	3
RDT	20	11	3	6
Infonuagique	19	0	4	15
Total	55	21	10	24

Description des alertes précoces	Prochaines étapes	Date soulevée	Responsable
Avec seulement 25 postes permanents créés, il peut être difficile de doter les postes clés, car seuls des postes temporaires peuvent être créés pour le reste.	Coordonner avec la Direction générale de la transformation pour utiliser stratégiquement les 25 postes qui nous ont été accordés. Revoir la décision après l'annonce du budget 2021.	15 février 2021	Anthony Woods

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000263

5. DPM Interdependencies | 2021-02-08 to 2021-02-12

Digital Platform
Modernization

Lead: Larry Osipenko

Key Accomplishments this Period:	Upcoming Activities Next Period
• Identified critical interdependencies • Initiated options review to reduce or minimize interdependency impacts to GCS and GCMS Siebel Upgrade projects.	• Review Dependency Approach with project leadership; • Complete initial draft of interdependency map • Continue investigations of options to re-structuring the dependencies between GCMS Siebel Upgrade, DR and R26 • Initiate cloud options analysis for GCS to minimize dependency for on-premise infrastructure environments • Deep dive of interdependencies with HIP project.

Early Warning Description	Next Steps	Date Raised	Owner
Current dependency for GCMS Siebel Upgrade to await completion of DR and R26 will cause GCMs Siebel Upgrade not to be completed until mid-2022/	Investigating options to re-structure / re-prioritize the GCMS Siebel Upgrade, DR and R26 projects.	Feb 11	TDR Director
Current dependency for on-premise infrastructure for GCS Siebel Upgrade is expected to significantly delay the GCS upgrade project	Investigating moving GCS to a cloud environment	Feb 11	TDR Director

6. Stakeholder Engagement, Communications, Change and Training | 2021-02-08 to 2021-02-12

Digital Platform
Modernization

Lead: Kyrra McCarthy

Key Accomplishments this Period:	Upcoming Activities Next Period
- Completed a DPM presentation for the Chief Data Officer group on Feb 9th - DSB DGO sent out an email to all IRCC DGs introducing DPM and opening the lines of communication by offering presentations - Posted the first edition of 'The Unsung Heroes of GCMS' communication on Today@IRCC on Feb 9th ; received terrific feedback and comments on the article and 815 unique page views by Feb 12th - Continued conversations around resistance management and next steps; Met with Directors to discuss and developed a high-level approach for Deloitte to support over the next 6 weeks - Continued work with the DMO team to procure the change resources necessary to support TDR/ DR and Cloud - Completed the next iteration of the DPM Onboarding package based on team and Director feedback	- Organize stakeholder engagement sessions based on DG email sent out on Feb 11th - Continue to oversee and liaison with Deloitte on the Resistance Management work - Continue revising the DPM Onboarding Package based on new joiner feedback - Continue to support the development and implementation of the Project Management Committee (including supporting the TORs) - Continue work with TES on building out a Transformation Roadshow proposal for DG review - Finalize the GCMS pain points video and prepare materials to be posted on Connexion

On-going Activities:
- Continue work on the SECMT resourcing requirements; work with DPM Director to procure resources
- Continue work on the next edition of 'The Unsung Heros of GCMS' communication series
- Continue work on the GCMS Pain Points video (slated to be posted mid February 2021).
- Continue to support 'The Future is Digital' video- targeted for February
- Continuing conversations with the Transformation office, Internal Communications and the other levers to discuss governance, communications, stakeholder engagement and change management for the broader digital transformation.
- Continue work on the various communications outlined in the tactical plan.

Early Warning Description	Next Steps	Date Raised	Owner
Change resources needed to support TDR, DR and Cloud. There is a more urgent need for a DR and TDR resource as work is well underway.	Work with DPM Director to explore ways to procure these resources.	Jan 8, 2021	Kyrra McCarthy

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7. High Priority Issues | 2021-02-08 to 2021-02-12

Digital Platform
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ID	Issue Description	Priority	Issue Impact	Issue Response	Owner	Target Date	Status Update

7. Top Risks | 2021-02-08 to 2021-02-12

| Legend | Low Risk | Med Risk | High Risk |

Digital Platform
Modernization

ID	Risk Description	Inherent Risk			Risk Category	Risk Response	Owner	Residual Risk			Notes
		Impact	Probability	Ratting				Impact	Probability	Ratting	
4	Scarcity of required critical skills and competencies	H	M	H	Human Resources	1) Prepare a resource management plan. 2) Create a HR plan to identify skill gaps, define new opportunities for employees and prepare training plans to support the FTEs selected for these roles. 3) Explore existing IRCC contract vehicles to secure critical skills through contractors. 4) Prepare transition plans to include knowledge transfer as a key component during project execution and implementation.	Anthony Woods	M	M	M	2021-02-05: Risk shared with Transformation office for publication. 2021-02-02: Trigger approved and date deferred to March 1 to allow time for team to source resources prior to declaring this an issue. 2021-01-25: Vacancy rate updated to 49% with 55 total positions, 27 open, 7 in process, and 21 filled. 2021-01-18: Resource management plan completed and engagement with Digital Talent Engine team continues to leverage new processes.
14	Prioritization of DPM within IRCC HR	H	M	H	Human Resources	1) Establish DPM Staffing Working Group 2) Ongoing communication with HR. 3) Engage with Transformation Branch on the Digital Talent Engine initiative underway 4) Raise awareness through the Digital Transformation governance structure.	Anthony Woods	M	M	M	2021-02-05: Risk moved to open status per Janet Almeda. Vacancy rate currently 49% with 55 total positions, 27 open, 7 in process, and 21 filled. 2021-02-02: Established new risk for HR pursuant to discussion at risk meeting.
13	New Hire Onboarding	H	M	H	Human Resources	1) Establish measurements and track staffing on a weekly basis. 2) Establish internal DPM onboarding process for GC DOCS and background materials.	Shirley Dufanal	M	M	M	2021-02-05: Risk moved to open status per Janet Almeda. 2021-02-04: Anthony Woods provided risk wording for approval. This risk separates the onboarding from the HR processes in #14.

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Resources Required for Fiscal 2020/21

Digital Platform
Modernization

Cloud Adoption and Enterprise Cloud Connectivity

Overall Project

Dashboard   Scope   Schedule   Cost
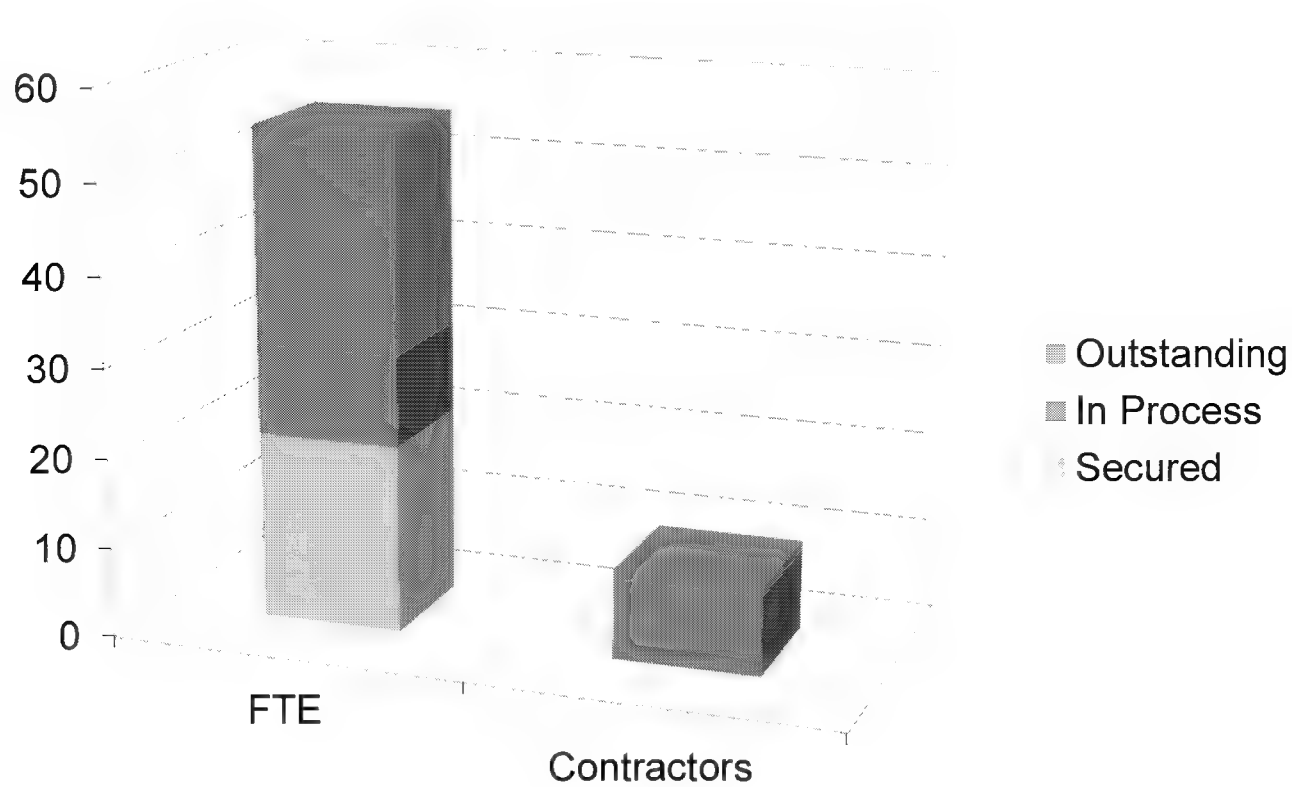
Highlights

Project Delivery
- Continuing to finalize the Cloud Phase 1 Project Charter, Schedule, and POC Gate 4 material.
- Identified early tasks that can be started shortly, and refining the plan as required.
- Refined the preliminary project schedule to reflect updated planned completion dates.
- Continued resource identification and mapping to WBS elements for Phase 2 definition effort.

Architecture
- Continued the engagement of Accenture to support DPM Cloud as a strategic advisor.

Stakeholder Engagement
- Met w/ SSC to kick-off their engagement and discussed the expectations for DPM Cloud Phase 1.
- Planned IT Security engagement to discuss Phase 1 and expected security & privacy touchpoints.
- Started the preparation of the Terms of Reference of the DPM Project Management Board (PMB).

Value and Benefits
- Finalizing the current Cloud benefits and establishing targets.

Procurement
- Advanced the staffing and procurement of key cloud resources, including 2 additional PMs and PM support resources.
- Engaged with DMO procurement to provision key resources by end of FY 2020-2021.

PROGRESS

Upcoming Milestones	Forecast/Status	Comments
Scope Definition P1	Jan 2021	Completed
Schedule P1	Feb 2021	
Project Charter P1	Feb 2021	
GC EARB Approved P1	Jun 2021	

Upcoming Activities

Project Delivery
- Finalize the Cloud P1 project charter, WBS, schedule, and Gate 4 material.
- Refine Cloud P1 WBS to identify early tasks, and start working on them.
- Continue articulating the Cloud P2 Definition and WBS.

Architecture
- Continue working w/ Accenture to initiate their review exercise.
- Continue engagement meetings with SSC and Microsoft for upcoming stages.

Procurement
- Advance the procurement of critical resources.

Stakeholder Engagement
- Continue engaging SSC for upcoming milestones.
- Planning for upcoming IT OPS engagement.

Value and Benefits
- Finalize the Cloud P1 Benefits Realization Plan.

Upcoming	Decision Maker	Date Required	Comments
Gate 4 Approval	Project Oversight Committee (POC)	Feb 2021	N/A
GC EARB Approval	GC EARB	Jun 2021 *	*Date to be confirmed w/ TDR & OCIO

Timeline

Dec	January	February	March	April	May	June

TODAY

TB Sub Approved
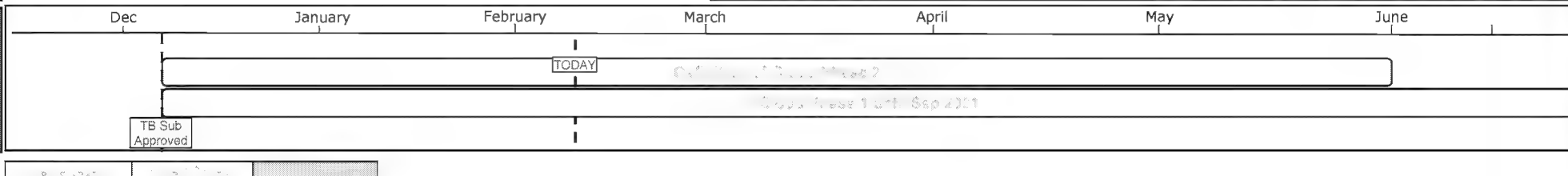
Adoption de l'infonuagique et connectivité au nuage d'entreprise

ID	Description	Mesures et plan d'atténuation	Mises à jour	Responsable	Date cible	Cote
	s.o.					
	Consulter le registre des risques du programme.					
	s.o.					
1	Recrutement des ressources de l'équipe de projet nécessaires	Travailler en collaboration avec le spécialiste en approvisionnement de la MPN et mobiliser les ressources existantes des fournisseurs externes et les options de passation de marchés et trouver des ressources précises en fonction du flux de travail stratégique et de la pertinence.	s.o.	Yanick Larouche/ Ahmad Shadid	DÈS QUE POSSIBLE	Élevé
2	De multiples charges de travail d'IRCC cherchant à déployer l'infonuagique de façon non structurée.	Les services d'Accenture ont été sollicités pour examiner les activités d'engagement actuelles d'IRCC liées à l'infonuagique et cerner les composantes qui pourraient s'inscrire dans le cadre du programme d'infonuagique de la MPN.	s.o.	Yanick Larouche/ Ahmad Shadid	DÈS QUE POSSIBLE	Élevé

Sidebar labels: Principaux enjeux · Principaux risques · Principales dépendances · Alertes précoces

000270

TDR Consolidated

Dashboard   Scope   Schedule   Cost

Overall Project

Highlights

Gate 4
- Completed EPMO review of Project Charter and Gate 4 artefacts
- Ready for formal submission on Monday Feb 15th

HIP
- OpenShift Dev environment not yet completed by SSC
- Planning - Work Breakdown Structure - first draft completed
- Planning - Work Packages / Milestones - first draft completed
- Planning - Initial Timelines - first draft completed
- Validation of project plan with key delivery partners and stakeholders continuing

WS2 – IT Security
- Project planning and resourcing underway

WS3 - Siebel
- Began the Project Estimates and detailed planning.
- Brain stormed alternative schedules.
- Initiated formal impacting of Upgrade CR's via Azure Dev Ops.
- Created initial Siebel Upgrade Schedule and Baselined the first 3 months.
- Initiated weekly meetings to gather project status from all key stakeholders.

WS5 – Ways of Working
- R27/28 revised its schedule for BRD submission to July 30 from Mar 15
- Analysis of identified 36 High Impact and High Reoccurrence Known Issues is ongoing in preparation to meet the Business Requirement due date for R27 & R28

PROGRESS

Upcoming Milestones

Upcoming Milestones	Forecast	Comments
HIP OpenShift Dev Env Ready	Feb 5	Not yet available. SSC working with Redhat to fix issues (day to day)
HIP Project Planning Complete	Feb 19	On Track
Gate 4 Approval	Feb 22	On Track
Siebel Schedule Complete	Mar 31	Rolling waves planning 2-3 months detailed
Gate 5 Approval	April	Not Started
Phase 2 Documentation Complete	Jun 30	
KI – BRDs Submitted for R27	Jul 30	Revised due date from Mar 15 by Release Mgmt

Upcoming Activities

Gate 4
Formal Submission of Gate 4 materials – Feb 15

HIP
Present to SSC SDM (Infrastructure Plan and Project Overview
Timelines, Dependencies and Deliverables
Feedback gathering from impacted teams (all GCMS teams)
Deep Dive – Full Review and understanding of the current logging within GCMS system

WS3 – Siebel
Investigating cloud costs for GCS.
Work with the team to analyze the assessment and produce estimates.
Investigating options around DR and Releases.
Project Risk and Issues meeting to be held bi-weekly (held within the Project status meeting).

Upcoming Decisions

Upcoming Decisions	Decision	Date	Comments
Gate 4	POC	Feb 22	
Gate 5	POC	April	
GCS Cloud Costing	TBD	ASAP	May impact decision to use cloud for GCS

Timeline

Feb	Mar	April	May	June	July	Aug	Sep

Phase 1 Planning and Gating — Gate 4 ★ — Gate 5 ★ — Gate 6 ★ — Gate 7 ★

Phase 2 Planning

HIP — Proj Plan Complete ★

JSVV on OpenShift Ready For integrated Testing ★

Siebel GCS Upgrade — Proj Plan Complete ★
Siebel GCMS Upgrade — Proj Plan Complete ★

Schedule under review

GCS Go-Live ★

Today
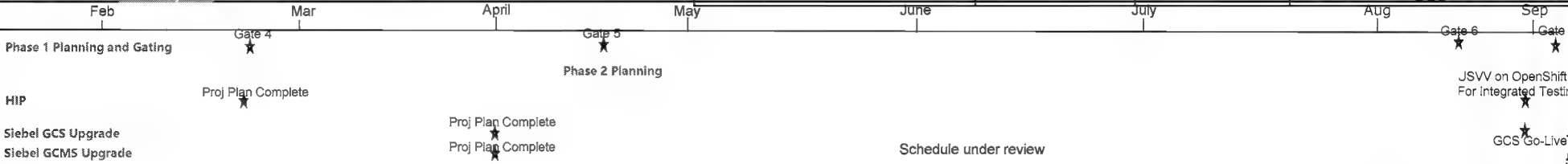
TDR Consolidated

ID	Description	Action/Mitigation Plan	Updates	Owner	Target Date	Rating
1	Siebel: DR Infrastructure Dependency. The Siebel Upgrade project is currently constrained by not having a development environment until post-DR and post R26 (est. Nov 2021 at earliest)	Investigate to determine if alternatives exist and prepare recommendations for management consideration.		Siebel Project Lead		High
2	HIP: Availability of RedHat consultant expertise is overdue	Accenture to provide.	Accenture to provide RedHat OpenShift expert on Mar 1 and Fuse expert on Mar 30	Candice	Overdue	High
3	HIP: OpenShift dev environment delayed due to SSC/Redhat issues	SSC engaging RedHat experts to identify and resolve issue	Day to day.	HIP Project Lead		
1	Siebel Resource Availability (GCS/GCMS). Siebel Upgrade project may be delayed based on resources working on DR.	Risk Assessment Pending		Siebel Project Lead		High
2	Siebel Infrastructure Capacity. Infrastructure provided by SSC for sandbox may have insufficient capacity for the upgrade which may impede Siebel Upgrade project.	Risk Assessment Pending		Siebel Project Lead	Confirm by May 2021	High
1	Siebel: DR and R26 Infrastructure Dependency. No available infrastructure in EDC until DR and R26 are implemented	(see issue #1 above)				High
2	Infrastructure Setup OpenShift v4.6 Cluster in IRCC Data Center	(see issue #3 above)		HIP Project Lead	Feb 5	Medium
1	All SSC infrastructure requirements for TDR have not yet been identified and/or communicated and agreed-to with SSC	SSC SDM agreement under review for the official environments				

Top Issues / Top Risks / Top Dependencies / Early Warnings

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DPM Summary Prototype

Digital Platform
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Signals Check on Transformation

Digital Transformation Programme Board
April 22, 2021

Background

- Transformation and its vision were launched in April, 2019.

- The Department resolved to learn and course correct because the skills and mindsets of Transformation were new to everyone.

- In the intervening 2 years:
    - There have been leadership changes at the DM, ADM and DG levels
    - A pandemic had drastic economic, immigration and staff impacts
    - The Government announced ambitious new levels
    - The Journey Labs are now set for fast growth
    - DPM I and II have been funded and launched

- DGs in the Transformation Consultative Forum have been discussing how to align themselves and lead their organizations towards the Department's future state.

- It's the right time to reconfirm that staff know where we have been and where we are going. This will be critical as we begin DPM Phase III.

2

What We Heard

A Clarified Transformation Vision and a Department-Level Roadmap Are Needed

- IRCC adopted a Vision 24 months ago; IRCC now has the experience to sharpen the vision and deepen the strategy.

- New challenges now need to be part of the strategy, such as:
    - How traditional management structures can interact with critical Agile methodologies.
    - General data acquisition, management and use innovations.

- IRCC is advancing multiple initiatives in Transformation, Operations and Policy, some of which have important dependencies.

- There is a need for a unified Department-level Roadmap to "tell people how the Lego pieces will fit together".

- The development of the roadmap would be co-led by Transformation Branch, Strategic Policy Branch and OPPB.

- This work will directly feed prioritization.

3

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Ce que nous avons entendu

Hiérarchisation sur 2-3 ans et préparation des affaires

- IRCC continue d'avoir des décisions difficiles à prendre en matière de priorisation.

- Les conversations sur les compromis aideront ces décisions.

- Certaines décisions concernant la réduction des pertes sur certaines initiatives peuvent devoir être prises.

- Il est important de s'entendre sur ce à quoi ressemble la dépriorisation.

- Réussir à déprioriser certains éléments est une condition préalable à la préparation de l'entreprise à la transformation.

- Le secteur des affaires et le STSN doivent être bien coordonnés alors que nous passons à la phase III du MPN.

(Illustrations from freepik.com)   4

Ce que nous avons entendu

Gouvernance et alignment du leadership

- On a parfois le sentiment que la transformation numérique appartient au STSN.

- La transformation est un effort départemental; clarifier les rôles des dirigeants en dehors des besoins du STSN serait précieux.

- À quel niveau les décisions tactiques devraient-elles être situées dans l'organisation? Ex.: Voulons-nous un leadership servant, qui informe quand un problème doit être résolu, mais qui mène autrement à des niveaux inférieurs.

- Nous avons la possibilité d'être innovants et même expérimentaux avec notre gouvernance, mais nous devons découvrir à quoi ressemblent les options dans un contexte de service public.

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Action Plan DGs Wish to Pursue

- The Digital Transformation DG Consultative Forum proposes to think through these elements and bring the thinking to the Digital Transformation Board, and as required, to TransCom:
- This would include:
    - Clarifying the Transformation Vision and Strategy with 24 months of experience.
    - Consider how to, in the long term, incorporate Agile methodology into a traditional Departmental structure.
    - Developing a Departmental roadmap that showed the interactions, dependencies and planned final states of Digital Transformation, Modernization, Innovation, and Policy measures.
    - Coordinating prioritization, including the cascade of actions leadership would need to take for deprioritized initiatives.
    - Developing a plan for getting to a state of business readiness for Digital Transformation, including long, short and immediate-term measures.
    - Proposing a Department-level set of roles and responsibilities required to collectively lead IRCC through Digital Transformation, including.
    - Options on nimble governance and decision-making.

6

Digital Platform
Modernization

IRCC DIGITAL STRATEGY – IN SUPPORT OF DPM PHASE 3

Digital Transformation Programme Board

April 22, 2021

Connecting IRCC with Canadians, future Canadians and the world

The Importance of a Digital Strategy for IRCC

The comprehensive digital strategy helps align IRCC around a single vision while optimizing the execution of interconnected digital projects and programs

"A digital strategy is a clear and actionable plan that articulates the way the organization will leverage digital across people, process, and technology to enable the business to deliver on its strategic goals"

The digital strategy enables IRCC to…

…prioritize, coordinate and manage over **100** disparate in-flight and planned **digital initiatives** to maintain timelines and realize value

…fast track the **3-year** transformation timeline, by outlining the path to the digital vision

…communicate the digital vision broadly across **9,000 employees**, articulating the benefits and change impacts of achieving the vision

2

Digital Strategy Development Approach

Extensive global research, cross-functional interviews, as well as IRCC's digital transformation progress to date informed the development of a holistic digital strategy that sets out the vision for a digital IRCC

INPUTS

OUTPUTS

Discovery Research
A global review to provide a perspective of the characteristics of a modern immigration agency and lessons learned for IRCC

Digital Agenda & Obj. Definition
A ratified Digital Agenda that outlines how digital will enable IRCC's transformation vision, supported by targeted Digital Objectives that inform the measures of success for the organization and its stakeholders

Digital Readiness Assessment
An understanding of IRCC's ability to support digital transformation with insights into priority capabilities for improvement

Digital Opp. Identification
A consolidated list of foundational and value creating opportunities to support IRCC in mobilizing against their Digital Agenda

High-level Value Casing
A high-level understanding of the benefits to key stakeholders, how DPM Phase 3 will realize said benefits, and the key performance indicators recommended to measure and track success

Roadmap
A sequenced roadmap highlighting the approach to implementing priority opportunities (including a modern case management platform) and a backlog of strategic opportunities.

Legacy Transformation Approach
An integrated capability release plan & roadmap based on the identified target functional capabilities and target solution architecture

Case Management Modernization

Technology Capability Model

3

IRCC Operational Case for Change

Demand across all IRCC business lines has grown substantially putting increased pressure on operational functions that has resulted in longer processing times across the department

| KEY ASSESSMENTS | ⟫ | GROWING DEMAND | IMPACT ON OPERATIONS |

Current state assessments were performed by multiple industry partners focused across…

1 McKinsey: Service Transformation Strategy

2 Gartner: Technology Landscape Review

3 Deloitte: Cybersecurity Assessment

IRCC OPERATIONAL CASE FOR CHANGE

The current state assessments that prompted the creation of the digital journeys further underscored the operational case for change.

- Other artefacts considered to inform the strategy: Departmental Results Framework, IRCC Data Strategy, IRCC AI Strategy, Visitor Transformation Strategy and Approach, Policy considerations such as requirements for Identity management etc.

- Transformational change is required to maintain service standards, control FTE counts, and stabilize and enhance technology to support IRCC in meeting client demands.

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Immigration Refugees   Immigration Réfugiés
and Citizenship Canada   et Citoyennete Canada
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Understanding Digital Readiness

While transformation progress has been made primarily through digitizing the current environment, reaping the full benefits of a digital department will require an overhaul of the digital backbone and core department operations

Transformation efforts have been underway at the department over the last 18 months. In developing the Digital Strategy, a review of the department's **readiness to more aggressively pursue digital** was conducted to inform the areas requiring uplift as IRCC **accelerates its push towards digital transformation**

Advanced human-design methods driven by the Client Experience branch

Process experimentation occurs, but in silos

Strong, collaborative relationships with public and private organization

Resources, skills, and technology environment inhibits IT to move at pace with the business

Lack of cross-enterprise prioritization increases the backlogs & delays operational changes

Appetite to enhance analytics capabilities exists but **manual processes, disparate data sources and a lack of digital tools** cannot support execution

Inconsistent definition of **"digital"**

Some teams are beginning to deliver with agility while others **continue to operate in a waterfall** manner

Disparate governance results in misaligned accountabilities and an **inability to articulate trade offs or initiative priority**

Interviews with **25+ stakeholders** across IRCC programs, operations, and IT indicate that Canada's immigration system is currently not mature enough to support the necessary change

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Mise en oeuvre de l'immigration numérique

IRCC a établi cinq objectifs sur le plan numérique, lesquels aideront le Ministère à passer de l'organisation analogue d'aujourd'hui au Ministère de demain, où la technologie numérique est parfaitement intégrée et qui est inspiré par la recherche à l'échelle mondiale.

AUJOURD'HUI
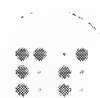
Système de TI **rigide** et encombrant qui freine le rythme du changement

Processus manuels et **réactifs**, guidés par les politiques

Main-d'œuvre dont la maîtrise des technologies numériques est inégale et **absence d'outils numériques** qui facilitent l'exécution des activités quotidiennes.

Cloisonnement **disparate** de données qui ralentit l'accès aux aperçus/observations

Orthodoxies culturelles qui **étouffent l'innovation** et l'expérimentation

DEMAIN

Structure de base de la TI **souple**, évolutive et intelligente pour soutenir la technologie de demain

Programmes et processus harmonieux et intuitifs orientés par des politiques proactifs

Une main-d'œuvre autonome et flexible au sein duquel la **maîtrise des technologies numériques** est la norme et non l'exception

Aperçus **accessibles** qui favorisent une organisation axée sur les données

Culture de **collaboration** ayant une tolérance au risque établie qui encourage l'intrapreneurship

COMME LE DÉMONTRENT LES ORGANISATIONS SUIVANTES :

SCHL

Home Office (R.-U.)

Migri – service d'immigration de la Finlande

ICA – Singapour

USCIS – Service de citoyenneté et d'immigration des États-Unis

6

Bringing the Digital Strategy to Life

The digital IRCC is brought to life through stakeholder experiences and a comprehensive opportunity backlog which underpins the refreshed business and technology capability models
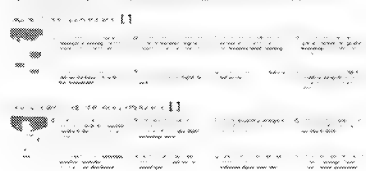
STAKEHOLDER EXPERIENCES

The Digital IRCC is brought to life through the future-state digital experiences of key stakeholders

DIGITAL OPPORTUNITY BACKLOG

The Digital Opportunity Backlog provides a comprehensive list of readiness, digital, and business process optimization opportunities to enable the vision for a digital IRCC

TARGET STATE BUSINESS CAPABILITY MODEL

The refreshed BCM is designed with the future-state fully digital IRCC in mind to enable insight generation and empower all stakeholders
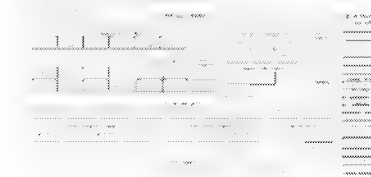
TARGET TECHNOLOGY CAPABILITY MODEL

The refreshed TCM supports the business capabilities and serves as a roadmap for the future-state technology ecosystem

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The Stakeholder Experience

As IRCC has advanced transformation over the last 18 months, the stakeholder experiences have been refined from lessons learned to focus on fully re-imagined digital experiences that are seamless, intuitive, and personalized

DIGITAL CLIENT EXPERIENCE

Taresa uses IRCC's **natural language processing** chatbot to answer a few questions about moving to Canada

She inputs basic information, and the **recommendation engine** suggests a temporary residency program

She securely authenticates her **ePassport** and verifies her ID with **biometric facial matching**

Other documents are captured by **optical character recognition technology** while **RPA** creates her file

Taresa travels to Canada where **a self-service kiosk conducts a risk assessment**

Her application is adjudicated, and she receives her **digital PR card**

Taresa completes the **citizenship test online**

She later receives her **digital Canadian passport**, and joins her family as a full Canadian citizen

DIGITAL EMPLOYEE/PARTNER EXPERIENCE

At IRCC, the SP&P team leverages a **predictive migration volume model** to design program changes

Given expected border security implications, SP&P works with CBSA and IRCC's **agile digital technology teams**

The new **capacity planning tool** allow officers to smooth out processing times

Officers are encouraged to learn new skills on the internal **e-learning platform**

CSC agents can use **centralized analytics capabilities** to view trends on a **live dashboard**

Agents can also triage callers towards the new **self-service virtual agent**

Partners with sensitive data feel confident given IRCC's **enhanced digital ecosystem security**

This transformation fully supports the **GoC's Strategic Vision** to enable a **digital government**

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Mobilizing for a Digital Future

IRCC is building an Integrated Digital Platform Modernization Roadmap that will lay the foundations to accelerate the transformation

STABILIZE & STANDARDIZE DPM PHASE 1 & 2

Disaster Recovery	
Hybrid Integration Platform	
Siebel Version Upgrade	Security
Environment Beyond DR	Ways of Working
Release and Deployment Management	Solution Components
Cloud Adoption and Enterprise Cloud Connectivity	

PLAN & ACCELERATE DPM PHASE 3

Execute and Accelerate Foundational **Digital Readiness Opportunities**

Transform **Digital Platform** in a Release / Wave-Based Plan

ENABLING THE..

Reinvention of Business Processes and Client Experiences through Digital Journeys

Résultats de la stratégie numérique

La feuille de route de la stratégie numérique donne suite à cette vision numérique et fournit des avantages opérationnels supplémentaires en cinq étapes.

OPTIMISATION

Tirer parti de données et d'analyses pour approfondir la compréhension, optimiser les flux de travail actuels et améliorer les processus opérationnels

- Flux de travail qui favorisent l'**efficacité des employés et des partenaires d'IRCC**
- Amélioration de l'efficacité des agents grâce à des **recommandations intelligentes**
- Expériences harmonieuses des clients d'IRCC (avant et après) à des fins de prestation de **services d'intégration sociale** aux clients
- Exploitation de l'**avenir du travail et de la main-d'œuvre**
- Nouveaux **modes de services** pour les clients (p. ex. médias sociaux, guichets de libre-service)

PERSONNALISATION

Recourir à un aperçu axé sur les données pour responsabiliser les utilisateurs, les clients et améliorer l'expérience du client

- Expériences des clients **harmonieuses et personnalisées** avec des **analyses de clients proactifs**
- Renforcement **de l'intégrité des programmes, des données** de sécurité **et des capacités de surveillance**
- **Prévisions intelligentes et aperçus de la direction**
- **Souplesse organisationnelle** à l'aide des **méthodologies de gestion du changement** les plus récentes
- **Processus normalisés pour les clients**

AUTOMATISATION

Approfondir et harmoniser les fonctionnalités existantes et établir des données de base pour mieux comprendre

- **Analyses, IA et processus intelligents** pour favoriser de nouvelles connaissances
- **Collaboration avec les partenaires** grâce à un **écosystème numérique collaboratif**
- **Expérimentation plus rapide** par l'intermédiaire d'un **générateur d'innovation** pour accéder aux capacités des partenaires
- **Nouveaux modes de services** et **automatisation** des services simples
- **Expériences** habilitées **centrées sur la personne**

ÉTABLISSEMENT DE LA BASE

Établir les capacités de base de la gestion des cas et de l'aperçu complet du client

- Traitement des cas habilité par des **règles opérationnelles et des analyses**
- Gestion de cas au moyen d'un **aperçu complet du client**
- **Réception des demandes automatisée** dans tous les secteurs d'activités
- **Talents numériques** - perfectionnement
- **Processus, capacités et gouvernance harmonisés**

MOBILISATION

Réaliser les initiatives en cours, terminer l'implantation de la plateforme d'intégration hybride et exécuter les préparatifs afin de préparer le terrain pour la transformation

- **Solutions et outils** numériques
- **Harmonisation à l'échelle de l'organisation** en ce qui concerne l'état de préparation sur le plan technique
- Nouveaux **processus**, nouvelles **cultures et** nouvelles **façons de travailler**
- **Simplification des opérations existantes du SMGC**

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Stakeholder Benefits

In this digital future state, key stakeholders will realize distinct benefits at one or multiple touchpoints while interacting with IRCC

CLIENTS

Information Is Timely and Easy To Access

Services and Processes Are Easy To Understand

Experiences Are Fully Connected, Integrated, and Digital

Processes Instill Confidence in Clients

Data Governance & Security Instills Trust

PARTNERS

Access to New Data and Insights

Shared Learnings & Best Practices

Enhanced Collaboration Effectiveness

Reliable Access to Shared Systems & Capabilities

Ability to Deliver Enhanced Client Services

IRCC EMPLOYEES

Improved Program Responsiveness

Enhanced Digital Fluency

Improved Employee Satisfaction

Empowered Decision Makers Across All Levels

Alice
Innovation,
CBSA

Sergei
PR Applicant

Jane
Director,
TDSS

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Digital Strategy Key Dependencies

The implementation of the Digital Strategy has three key dependencies outlined below:

1 Policy Refresh

- The Digital Strategy will be dependent on a **review of legal risk and potential legislative, regulatory, and policy impacts,** to ensure that IRCC's legal and policy framework is aligned with, and supports the proposed Digital Strategy

- The Strategy will also be dependent on **pursuing proposed legislative changes to introduce new information-sharing authorities in the** *Citizenship Act and the Immigration and Refugee Protection Act*, to ensure that IRCC is aligned with the Government of Canada's digital government vision (open, service-oriented organization that operates and delivers programs, information, and user-centric services securely, using simple, modern and effective ways that are optimized for a digital-first approach).
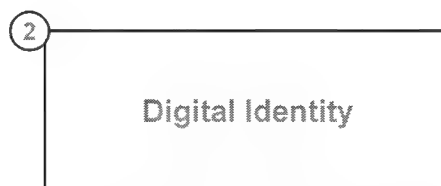
2 Digital Identity

- The Digital Strategy acknowledges that **Digital Identity is widely recognised as being of strategic importance** to the future of digital services.
- The Digital Strategy outlines a Business Capability Model in which the "Manage Identity" Capability is highlighted as a critical component. **This capability will be used to establish a common service across all IRCC Programs** to secure the authentication of a unique identity which, in turn, optimizes the client and the employee experience.
- The implementation of this common Business Capability **will be dependent on a timely and fulsome Digital Identity Stragegy and roll out plan.**

3 Program and Risk Management
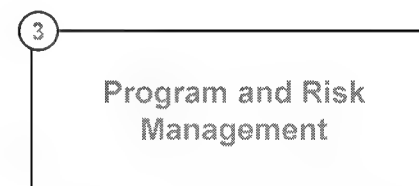
- The Digital Strategy is focused on the transformation of IRCC's programs and services. **There will be some uncertainty due to the unpredictability of outcomes as a result of societal/demographic changes, policy and legislative considerations, and the changing technology landscape.**
- The Strategy will be dependent on an effective Program and Risk Management model that will provide IRCC the means to **continuously remain aligned to departmental and government of Canada strategies**, and stay focused on committing to deliver a coherent set of business capabilities aligned to multiple outcomes. It will also have to support the management of **interdependencies across cross departmental projects as well as horizontal risks, issues and benefits.**

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APPENDIX - STRUCTURING FOR TRANSFORMATION

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Learnings from Transformation Programmes

As IRCC progresses along the digital transformation, there are a series of key success factors, inspired by leading practices from various organizations, that must be anticipated to ensure program success

EFFECTIVE GOVERNANCE

Cross-function governance that fully incorporates the departments broad range of stakeholders is required to generate and maintain momentum

RIGHT TALENT, TOOLS, AND PARTNERSHIPS

New skills, talent, and tools are required to enable, deliver and sustain a successful transformation to a digital IRCC

EFFECTIVE MEASUREMENT AND REWARDS

Talent retention through effective measurement and incentives is a critical component to realizing the full benefit of new talent and skills

RIGOROUS PROJECT AND STAKEHOLDER MANAGEMENT

Strong project and stakeholder management is a critical to enabling the cross-functional collaboration required for business & tech transformation

Looking at **leading practice** and **lesson learned** across different organizations: CMHC, Canadian Federal Departments, Global Migration Agencies

COMMITTED BUSINESS LEADERSHIP

CLEAR VISION, STRATEGY, OUTCOMES

COMPREHENSIVE BUSINESS CASE

EFFECTIVE GOVERNANCE	RIGHT PEOPLE, SKILLS, TOOLS AND PARTNERSHIPS	EFFECTIVE MEASUREMENT AND REWARDS

RIGOROUS PROJECT AND STAKEHOLDER MANAGEMENT

MANAGEMENT

CLEAR VISION, STRATEGY AND OUTCOMES

A clear articulation of the target state vision and intended outcomes is essential to unify the organizations efforts around the value of the transformation

COMMITTED BUSINESS LEADERSHIP

Business buy-in from top to bottom is a necessary component of transformation success to ensure adoption and sustained enthusiasm across impacted stakeholders

CULTURE AND CHANGE MANAGEMENT

The impacts of transformation require a dedicated focus on cultivating the right culture and mitigating change impacts across the organization

COMPREHENSIVE BUSINESS CASE

Ensuring a holistic view of the financial impacts of transformation will allow program monitoring and course correction as appropriate throughout the transformation

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Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

HARNESSING THE POWER OF DPM:
THE POLICY ROLE IN SHAPING A DIGITAL IRCC

Digital Transformation Programme Board

April 22, 2021

SURVOL

CONTEXTE : Où en sommes-nous et qu'est-ce qui est en train de changer?

CONSIDÉRATIONS : Nouveaux enjeux et lacunes sur le plan des politiques

APPROCHE : Comment allons-nous entreprendre la suite des choses?

Maintenant que plusieurs des éléments de base sont en place, le moment est venu d'évaluer les rôles et l'état de préparation des principaux intervenants dans l'ensemble d'IRCC qui soutiennent la stratégie numérique du ministère.

2

DE NOUVELLES CAPACITÉS À L'HORIZON

*L'écosystème des technologies d'IRCC
est en évolution, tout comme notre approche relative aux politiques.*

➢ Bien avant le début de la pandémie, **IRCC avait commencé à réfléchir à la manière d'accroître son utilisation des données et des solutions numériques**. Cette transformation était alors motivée par l'augmentation des volumes de demandes, les attentes plus élevées des clients et les exploits promis par certaines technologies novatrices.

➢ **La COVID-19 et la croissance des cibles relatives aux niveaux d'immigration** ont eu des répercussions sur le rythme et la nature des changements qui touchent tous les secteurs de notre travail, en plus de mettre en évidence la nécessité de rendre notre système d'immigration **plus agile et plus résilient**.

➢ Les **technologies numériques, des autorités modernisées et une transformation à plus grande échelle peuvent permettre la réalisation** de ces visions pour l'avenir, et permettre la mise en œuvre **de solutions choisies d'abord et avant tout en fonction des objectifs des programmes** plutôt que principalement en raison des contraintes liées aux processus.
  ➢ IRCC peut être mieux positionné pour renforcer les liens entre les programmes, améliorant notre capacité à générer et à exploiter des données de haute qualité et à utiliser ces informations pour permettre un parcours intégrée à nos client et améliorer la façon dont nous servons nos clients et les Canadiens.

➢ De nouvelles capacités permettront aussi **une meilleure intégration avec nos organisations partenaires** en renforçant les liens tout le long du continuum de l'immigration, de la citoyenneté et des passeports en soutenant l'élaboration plus ouverte de politiques.

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Immigration Refugees Immigration Réfugiés
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CONTEXT

HOW WE WORK INFLUENCES WHAT WE DO

There is a lot of change happening. We are trying to do new things within existing structures and, at the same time, identifying new ways of working together.

➢ We have been well-positioned to tackle new and emerging issues by leveraging existing **governance pathways**, enhancing the capacity of **key roles**, and drawing on the expertise and experience of our **teams**. However, we have also started to find **new ways of working** to complement our existing structures:

New committees: We have centralized governance structures to manage IM/IT intake and investment priorities, and to ensure alignment of technology standards

New teams: We have new groups that enhance our ability to think strategically and support increased accountability (e.g. CDO, TDSS, Digital Policy, A^{2}SC, tech law expertise, agile audit function)

New strategies: We are charting the building blocks and baseline assumptions to guide our work (e.g. Data Strategy, AI Strategy)

New problem-solving approaches: We use real-time testing & agile approaches for rapid deployment (e.g. Journey Labs, use of data)

➢ As we continue to introduce digital capabilities to form the core of an efficient, modern and secure immigration, citizenship and passport system, **our work depends on our ability to find new ways of doing things**. Therefore, we need to consider:

How we navigate onto ...

Going digital presents an opportunity to do things differently. We must consider how we can leverage our data across lines of business and simplify processes for clients, officers, and ... cannot re-code comp... move from ...

How we manage risk

While we have matured our organization in some ways, we must establish ... ... avoiding the pitfalls of new technologies. Part of this is reviewing the processes that govern data, policy development, regulatory change, etc.

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Immigration Refugees and Citizenship Canada

Immigration Réfugiés et Citoyenneté Canada

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CONSIDERATIONS

POLICY SPOTLIGHT ON A CLIENT JOURNEY

A vision is taking shape for more intuitive and client-centred programming. Success will depend on contributions from across the Department, with the Policy sector being a key collaborator.

DIGITAL CLIENT EXPERIENCE

Looking at an illustrative journey developed by TDSS in support of the digital strategy, we've identified some cross-cutting and program-specific considerations from a policy lens

Algorithms can manifest or reinforce bias based on language ability or word choice, which can impact access to service

How do we strike the right balance between sophisticated info-sharing for a 'tell us once' approach, and meaningful consent? And how does identity management through the continuum help us monitor a broader set of outcomes longitudinally?

As we consider what's next in terms of digital identity, how can IRCC strengthen and enhance its role as a secure and trusted partner in the identity management ecosystem?

How do we ensure that the adoption of digital solutions keeps pace with public trust, relating to both the technologies themselves (e.g. facial recognition) and the measures taken to ensure responsible use?

Taresa uses IRCC's **natural language processing** chatbot to answer a few questions about moving to Canada

She inputs basic information, and the **recommendation engine** suggests a temporary residency program

She securely authenticates her **ePassport** and verifies her ID with **biometric facial matching**

Other documents are captured by **optical character recognition technology** while her file is created

Taresa travels to Canada where **a self-service kiosk conducts a risk assessment**

Her application is adjudicated, and she receives her **digital Permanent Resident card**

Taresa completes the **citizenship test online**

She later receives her **digital Canadian passport**, and joins her family as a full Canadian citizen

New legal authorities may be needed to deploy automated processes, and new technologies can introduce new integrity, privacy, data protection/retention. or fairness concerns

Enabled by data-driven insights to make smart adjustments, will an annual Levels plan still support our objectives for a responsive immigration program?

Automation raises questions like: 'How will the role of our decision-makers change? How can we mitigate unintended negative outcomes? Can we orient data-driven tools to uncover bias?'

With the ability to perform tests "on demand," how might we reconsider our approach to evaluating when and whether someone meets the requirements for citizenship?

Key client touchpoints must be designed with users at the centre, but must also strike the right balance between facilitative service and program integrity

5

RÉFLÉCHIR DE FAÇON VERTICALE ET HORIZONTALE
(OUI, ÇA EXISTE TOUJOURS)

IRCC a mis au point une vision et un ensemble de programmes en matière d'immigration qui lui ont permis de se positionner comme un chef de file dans le domaine de la migration gérée – nous poussons maintenant nos réflexions encore plus loin afin de libérer tout le potentiel des nouvelles technologies numériques

➢ En plus de tenir compte des questions et des considérations « horizontales » qui faciliteront notre transformation numérique, des **« réflexions approfondies » centrées sur la transformation de politiques ou de programmes précis** seront essentielles à la réalisation de progrès au sein de nos programmes et politiques dans la lignée des efforts déployés par l'équipe de la MPN.

➢ Des initiatives comme la **Transformation du programme des visiteurs, Entrée express 2.0 et la Modernisation du programme de citoyenneté**, ainsi que les travaux relatifs aux politiques en cours dans le cadre de notre approche ministérielle en ce qui a trait à un modèle d'identité numérique 'une foit suffit', considérations relatives au partage de l'information (tant au niveau national qu'international), au système d'octroi de l'asile, au programme d'établissement, etc. joueront un rôle important en vue de la définition des paramètres de conception et des fonctionnalités requises pour la MPN.

➢ Nous nous penchons, en parallèle, sur les **enjeux transversaux,** nouveaux er de longue date, afin d'atténuer les risques sur le plan juridique et de soutenir des approches horizontales en ce qui a trait aux technologies, aux opérations et aux politiques (p. ex. protection des renseignements personnels et des données, transparence, responsabilité, équité, accessibilité, etc.).
> ➢ Cela comprend notamment de la façon dont nous nous engageons dans tous les secteurs sur les objectifs politiques et les orientations à l'échelle de l'entreprise, de manière à stimuler l'innovation, à mettre en place des limites facilitatrices, à soutenir la gestion de données de haute qualité et à renforcer les responsabilités en matière d'utilisation des nouvelles technologies dans le cadre de nos programmes.

Compte tenu du changement fondamental déjà amorcé, IRCC se penche, de façon approfondie, sur la manière dont une nouvelle plateforme pourrait permettre l'adoption d'approches totalement nouvelles quant aux activités.

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CONSIDÉRATIONS

DE NOUVEAUX OUTILS AMÈNENT DE NOUVELLES QUESTIONS STRATÉGIQUES

Alors que nous cherchons à repenser la façon dont nos programmes interagissent avec les clients et servent les Canadiens, grâce aux nouvelles capacités techniques et aux nouveaux objectifs, les considérations politiques doivent rester au premier plan

➤ Par exemple, **la technologie a le potentiel de changer la façon dont nous établissons les règles dans le cadre de nos systèmes.**

...ties en un code lisible ...autres, de créer un plus ...afin d'accélérer et de renforcer ...ils soient axés sur les utilisateurs, ...de mettre à l'essai les résultats.

CODE EN TANT QUE RÈGLES
Les décideurs intègrent de nouvelles règles, intentionnellement ou non, par exemple des exigences de programme ou des bases de décisions, aux algorithmes plutôt que passer par les mécanismes traditionnels, comme les règlements.

➤ De plus, on nous encourage à **travailler de façon plus ouverte** en vue :

d'obtenir de l'expertise externe;   de coordonner avec les partenaires étrangers;

de faire part de normes et de solutions ouvertes;   de faire preuve de transparence.
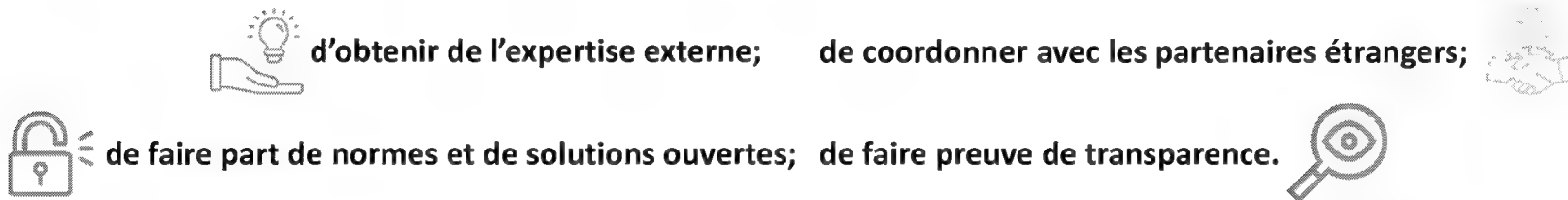
Le fait d'étudier des problèmes comme ceux-ci nous permet de tenir compte de l'éventail complet des risques auxquels nous pourrions nous heurter lorsque nous adoptons de nouvelles technologies qui soutiennent la modernisation des programmes, y compris les répercussions potentielles sur la confiance du public par la réduction de la transparence.

7

THINKING FIVE YEARS AHEAD

What changes for the business of program policy when we move to a modular IT architecture, where programs and services are apps on an operating system, updates are more frequent and developers are increasingly external? While we won't face the same choke-points, new challenges will emerge...

THINKING FROM THE INSIDE-OUT

Where do we want to go?

What is the best legal and regulatory framework to support digital-first programs (e.g. e-permits, digital ID, etc.)? These things take time to put in place.

How do we want to leverage our data to improve selection, integration and citizenship outcomes?

THINKING FROM THE OUTSIDE-IN

What could the future look like?

Will we have the skills and culture to enable "micro-AI" and "micro-automation," where DPM users take advantage of in-built capabilities to solve business problems on their own?

How will we maintain consistency and govern our priorities and maintain accountabilities when we have capacity for continual innovation?

With more outside vendors involved, how might we need to shift how we conduct meaningful oversight? Will it be enough to provide an API and let third parties innovate?

Getting a better handle on these considerations will allow us to refine our next steps in order to strike the right balance between the apparent opposites of orchestrating transformation vs unleashing the potential of new tools

8

000301

APPROACH

MATURING OUR DIGITAL ECOSYSTEM

Let's break the broader transformation project into four big pieces:

DEFINE AND REFINE VISIONS

Enterprise-wide capabilities enabled by DPM present new opportunities and risks that will need to be actively managed

What digital tools *can* do is evolving rapidly – our thinking about what they *should* do needs to keep pace

ORGANIZE OUR PEOPLE AND STRUCTURES FOR SUCCESS

We are embarking on transformative work across sectors with teams that need knowledge and skills to be "digital-ready"

Going digital may require additional decision-making structures to establish vision, set priorities, address emerging issues and provide oversight through an agile audit approach. Some issues don't fit neatly with our existing committee makeup.

BUILDING BLOCKS TO DRIVE INNOVATION

As volumes grow, so do risks associated with collection, storage and appropriate usage of personal data

Additional policy, program and legal authorities will need to be secured to ensure alignment between our programs and digital capabilities

COMMUNICATE AND ENGAGE

We continue to experience a high volumes of ATIP requests and lack a formalized structure to systematically engage on technical, ethical, or public oversight questions

Public trust is critical to success – negative perceptions may spur litigation and exacerbate concerns about Canada's immigration system more generally

While we have advanced work in many of these areas, there are some pieces that have yet to begin in earnest, and key elements of our digital ecosystem need to mature

DISCUSSION

➢ **Does this overview accurately capture the scope and goals of transformation? Does it fit with how you envision the policy sector supporting the work of TDSS and others towards those objectives?**

➢ **Are there any gaps in the four proposed areas of focus, or are there additional considerations in terms of how this will support transformation work across the Department? Are there readiness dimensions that Policy should focus on or champion?**

NEXT STEPS:

  ➢ Seek endorsement on proposed governance approach for AA/AI and Data

  ➢ Policy Committee presentation on April 22, followed by ExCom presentation (date TBC) on the policy role in transformation

IRCC Digital Lab Citizenship Journey
Business Case

Digital Transformation Programme Board
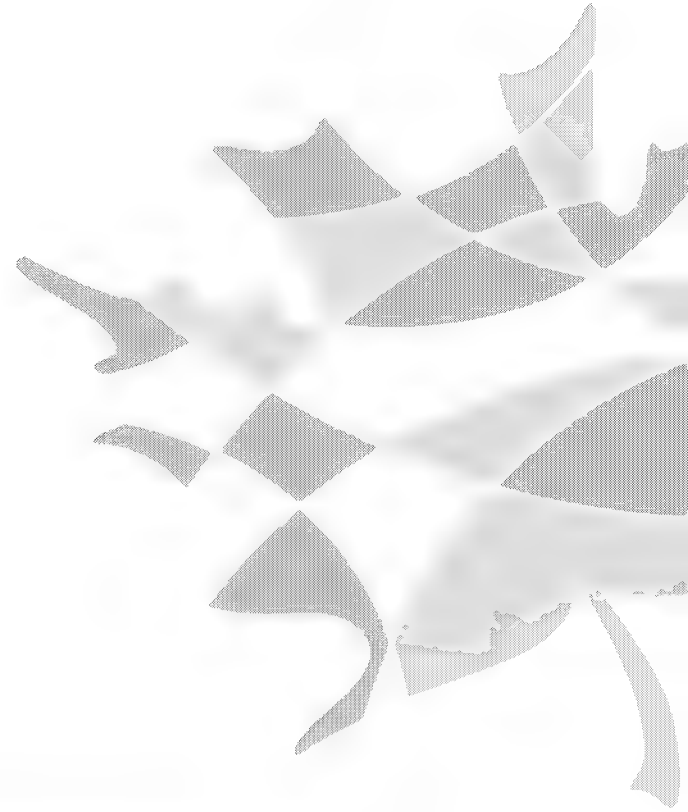
April 22, 2021

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Canada

Objectif

Présentation de l'analyse de cas du laboratoire numérique de l'octroi de la citoyenneté débutée en 2020.

- Expliquer la méthodologie et les hypothèses sous jacentes à l'analyse de cas.

- Illustrer comment le Laboratoire prévoit supporter l'atteinte de résultats transformationnels pour le programme d'octroi de la citoyenneté et présenter les bénéfices financiers attendus en lien avec les gains potentiels d'efficacité.

- Partager les commentaires reçus ainsi que les mises en garde relatives à l'analyse de cas actuelle.

- Obtenir votre endossement pour poursuivre l'analyse de cas selon la méthodologie présentée.

2

Methodology

As IRCC strives to become a data-driven organisation, the Journey Lab methodology lays out a fact and assumption-based foundation of our baselining exercise to identify key measures to track impacts on client experience, operational efficiency and program integrity.

The Journey Lab leveraged key assumptions throughout the business case which are related to FTE breakdown, E2E client-felt processing times, active touch times and costs.

These assumptions were derived from previous time in motion exercise results, FRR documents and other key documents/information provided by Finance, OPP, Operations and other stakeholders.

➢ A feature-by-feature breakdown was developed to show the full run-rate impact against active processing time, dollar value and E2E duration reduction (split by MVP vs Y1 roadmap)

➢ As part of total scale-up, a feature-by-feature breakdown of expected dollar value per year was defined which accounts for delivery sequencing, pilot plan and expected volume growth through FY2023-2024

➢ Assumptions were made about uptake rate, and potential impacts on processing times (E2E and active), which were drawn from IRCC experiences in other LOBs and partner organizations who went through similar shifts from paper to digital

3

Caveats and concerns

Following consultations with DGOs of different sectors/branches, comments were received indicating concerns from Operations and Program around the achievement of the benefits outlined in the draft of the business case.

In response, we would like to outline the following caveats:

- The analysis of the **current baseline** was undertaken in Spring 2020 and may not reflect the 2021 environment
    - COVID hampered ability to undertake official E2E time-in-motion activity to baseline productivity; various existing materials were leveraged and estimates from SMEs utilized to fill missing pieces.

- **Impacts anticipated** for each feature in the roadmap are **based on assumptions** made on how the feature *could* be developed/delivered and may not reflect what ends up being built for an MVP version

- The speed at which **benefits may be realized** are dependant upon
    - timeline for features being fully developed and scaled-up
    - learning curve of employees when adopting new digital tools
    - decisions on managing inventory of paper applications and incoming e-applications
    - processing in a pandemic and post-pandemic environment

- **Metrics activities** related to processing efficiencies and the client-felt journey will be undertaken and will **inform the adjustment of assumptions**, where required, and the overall impact of features.

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Immigration Refugees and Citizenship Canada

Immigration Réfugiés et Citoyenneté Canada

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Laboratoire numérique de la citoyenneté - Principales conclusions de base

Nous avons défini le parcours de citoyenneté de bout en bout avec le soutien de plus de 25 experts en la matière d'IRCC.

14 - 18 mois...de bout en bout parcours ressenti par les clients[1]

Il faut aux clients environ

3 à 6 heures

pour remplir une demande, même si IRCC dispose déjà de la plupart des renseignements.

Le délai de traitement réel d'une demande est de

1,8 à 5,5 heures.

Cela représente moins de 0,1 % de la durée totale du parcours de citoyenneté[2].

Les clients d'IRCC veulent de la **transparence**

tout au long du parcours et du processus, car il s'agit de l'une des décisions et l'un des parcours les plus importants de leur vie.

Taux d'approbation de 98,76 % pour l'exercice 2019-2020, contre 93,46 % pour l'exercice 2016-2017

Toutefois, il y a eu une baisse du taux de respect de l'engagement relatif aux délais de traitement pris envers les clients.

De 84 % à 64 %
(Févr. 2019 – Févr. 2020)

Augmentation du délai de traitement moyen de **25 %**,

lequel est passé d'une moyenne de 12 mois en février 2019 à 15 mois en février 2020.

Occasion importante de créer un processus de bout en bout plus **efficace et transparent** qui facilite le travail des employés et leur permet de consacrer plus de temps aux tâches importantes.

5

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Impacts pour les clients, agents et IRCC

Le laboratoire numérique de la citoyenneté aura un impact significatif à long terme pour les clients, les agents et l'IRCC après l'achèvement de la feuille de route d'un an. *Cette feuille de route ne tient pas compte du nouveau contexte de la COVID-19*

Impact pour le Client

100 %

des clients auront la possibilité de présenter leur demande de citoyenneté en ligne.

100 %

des clients peuvent opter pour une expérience numérique de bout en bout.

45 à 65 %

de réduction du délai de traitement (expérience client ressentie)

L'intégrité du programme sera maintenue
Création d'une base plus solide pour saisir tous les éléments de données dans le Système mondial de gestion des cas (SMGC), ce qui a créé plusieurs possibilités d'amélioration de l'intégrité du programme.

Excellence Opérationnelle

100 %

des demandes peuvent être traitées de façon numérique (et à distance).

40 à 55 %

de réduction du délai de traitement actif par les commis et les agents.

20 à 30 %

d'augmentation de la capacité annuelle de traitement des demandes.

6

6

Favoriser les résultats transformationnels : le laboratoire numérique se concentre sur la création de caractéristiques et de fonctionnalités qui apportent la plus grande valeur ajoutée à IRCC et à nos clients.

		From	**To** (once fully scaled)		
Outcome orientation	**Impact lever**	**Current state[3]**	**MVP[4]**	**One-year roadmap[4]**	**Other benefits**
Client experience	Client-felt E2E duration[1]	14 – 18 months	**~25 – 30%** reduction	**~45 – 65%** reduction	Simpler onboarding process that supports clients with enhanced **transparency** throughout process
Operational excellence	Productivity (active processing time)	107 – 330 min	**~5%** reduction in IRCC processing time[5] Enables **remote processing**	**~40 – 55%** reduction in IRCC processing time[5]	Streamlined information expedites simple tasks to **allow agents to focus on risk-related decisions**
	Operational efficiency	253K	**~5%** increase in annual application processing capacity	**~20 – 35%** increase in annual application processing capacity	**Increased annual capacity at the same cost base** driven by lower unit cost
	Cost base[2]	$45.9M	**~$1M** annual run rate impact (**~$5M** over 5 year time horizon)	**~$6 – 9M** annual run rate impact (**~$30 – 45M** over 5 year time horizon)	Increased capacity results in **cost avoidance** as Citizenship grant applications grow for Operations
Program integrity	Approval rate	98.76%	Maintained	Maintained	Program integrity **maintained** while increasing agent efficiency

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Caractéristiques du PMV et valeur par composant au terme de la mise à l'échelle

Primary feature	Value drivers	Client E2E duration reduction, weeks	Active processing time reduction, mins[1]	IRCC efficiency impact, $M	Program integrity impact
1a Digital application submission	▪ Reduces duration between submission and receipt (e.g., postage, mailroom) ▪ Reduces agent time spent on data entry, application promotion, and return rate	12-17	2-3	0.4-0.6	▪ Maintained
1b Save and return to application	▪ Reduces client time spent on restarting incomplete applications ▪ Alleviates key client pain point	1	N/A	N/A	▪ Maintained
1c Digital file upload for supporting documentation	▪ Reduces time spent physically managing documents ▪ Eliminates document printing, postage, and storage costs	2-3	2	0.2-0.3	▪ Maintained
1d Online payment and proof of payment attachment	▪ N/A	N/A	N/A	N/A	▪ Maintained
1e Confirmation of application submission and acceptance	▪ Reduces CSC enquiries and agent touch time to send confirmations ▪ Improves transparency for clients	0	2	0.2-0.3	▪ Maintained

8

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La feuille de route d'un an et valeur par composant au terme de la mise à l'échelle

Primary feature	Value drivers	Client E2E duration reduction, weeks	Active processing time reduction, mins[1]	IRCC efficiency impact, $M	Program integrity impact
2 Agent processing tool (doc mgmt., digital triage)	• Reduces agent time spent on navigating between documents and rules-based risk triaging	4-6	22-31	3.9-5.3	• Maintained
3 Electronic archiving of decisions	• Reduces support staff time spent on physical document archiving • Reduces costs of physical file postage and storage	0	6-8	1.2-1.6	• Maintained
4 Electronic testing (driven by CPPB)	• Increases throughput by removing physical capacity constraints • Reduces support staff & agent time spent on scheduling and admin. tests	8-11	38-53	0.2-0.3	• Maintained
5 Virtual ceremonies (driven by CPPB)	• Increases throughput by removing physical capacity constraints • Reduces support staff & agent time spent on scheduling and hosting ceremonies	5-7	12-17	<0.1	• Maintained
6 Client status updates	• Reduces CSC enquiries on status updates • Improves transparency for clients	0	0	<0.1	• Maintained
7 Physical presence calculator	• Reduces agent time spent on data entry	<1	2	0.2-0.3	• Maintained

9

ÉBAUCHE

Les fonctionnalités prévues dans la feuille de route permettront d'atténuer les difficultés opérationnelles, de stimuler la productivité et de rompre le lien entre le volume et la capacité requise.

Augmentation annuelle du nombre de demandes de citoyenneté traitées / d'ETP, d'après les prévisions de volume pour l'exercice 2019-2020[1]

1 172

Situation actuelle[2]

1 392 - 1 514

Portée de la feuille de route d'un an

- Les gains d'efficacité pourraient permettre d'accroître de **1,2 à 1,3 fois** la capacité des agents.

Remarque : 80 % des demandes devraient passer par le nouveau processus de traitement numérique; le 20 % restant de demandes papier nécessite un traitement parallèle, ce qui est pris en compte dans les prévisions ci-dessus.

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La feuille de route d'un an créera 7,5 à 10,2 millions de dollars (~20 % de la base de coûts) en valeur opérationnelle courante d'ici les années 2022-2023, tout en jetant les bases d'une augmentation et d'une création de valeur supplémentaires.

ÉBAUCHE

Répercussions opérationnelles découlant du pro̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶̶ PMV,
de la citoyenneté et de la feuille de route d'u̶̶̶̶̶̶̶̶̶̶
l'exercice 2022-2023[1,2,3,4]

MSCAN

Principaux points à retenir

- Les répercussions annuelles tiennent compte du volume prévu de demandes de citoyenneté – pleine valeur opérationnelle prévue pour l'exercice 2022-2023.
- Les gains en efficacité peuvent permettre à l'organisation de faire ce qui suit :
  - **mieux se conformer à son engagement** à respecter les normes de service de nos clients;
  - traiter de **20 à 30 %** plus de demandes par année (entre 55 000 et 80 000) tout en maintenant les **coûts constants**;
  - réorienter les efforts des agents pour que ces derniers se concentrent sur les cas plus complexes, ce qui permet d'**accroître l'intégrité du programme**;
  - **combler le déficit opérationnel** relevé dans l'examen des ressources financières.
- La haute direction d'IRCC déterminera comment réorienter la valeur créée par le laboratoire de la citoyenneté.

Légende : PMV | Un an

Exercice 2020-2021[5]	Exercice 2021-2022	Exercice 2022-2023
0,1	5,8-7,9 (dont 1,0-1,3 Un an; 4,8-6,6 PMV)	7,5-10,2 (dont 1,0-1,3 Un an; 6,5-8,9 PMV)

Année

11

000314

Discussion and next steps

- Do the Board members endorse the experimentation methodology supporting the Cit Business case and the pursuit of this exercice in order to refine and update the anticipated benefits?

- Is there anything else that the Board members would like to see added to the Business case as we refine this process?

- The Cit Journey Lab will pursue a close collaboration with the Networks and CPPG in order to update the scale up plan.

- The Cit Business case will be updated based on the feedback received while making the linkages between the improvements measured and the anticipated benefits.

12

Appendix

Citizenship MVP is currently accessible to 10% of the website traffic and can be scaled up to support Digital processing based on current intake assumptions and test results

DRAFT

100%

50%

☐ **Website visitor access**

25%
Current model office team can handle

10%
Current

3%

8%

16%

32%

38%

45%

95%

100%

Share of total applicants

| Q4 FY20-21 | | TBD | | | | | |

Eligible Applicants	Adults (18-54) applying alone, w/o rep				+ Adults 55+ applying alone w/o rep	+ Minors under Section 5(2) applying alone, w/o rep	+ Group applications w/o rep	+ Others including w/ rep, minors under Section 5(1), military, etc.
Projected annual volume[1]	10,502	24,922	49,845	63,651	77,009	90,366	190,352	200,474
Projected monthly volume	875	2,077	4,154	5,304	6,417	7,530	15,863	16,706
Projected Ops staff needed (based on current model office)[2,3]	2	6	11	14	18	21	43	46

14

Citizenship Journey Lab – Client and Agent One-Year Roadmap

The MVP and One-Year roadmap set the foundation for a fully digital reimagined end-to-end North Star vision

Client

Simplifying client experience through seamless digital intake, enabling remote work for agents

Intuitive & Dynamic
Digital grant application with field validations create a user-friendly application that reduces return rates

Digital Upload
Proof of payment and supporting documents allowing for electronic submission

Physical Presence calculator
Included in the application, streamlining client experience

Save and Return Functionality
Allows clients to complete the application at their own pace

Confirmation of Submission
Clients receive confirmation creating transparency in the application process

Digital Status Updates for Clients
enhancing transparency throughout the process

November 2020

Minimum Viable Product (MVP)

Agent

Improving the agent experience by linking digital intake with processing flow and automating non-risk processing activities

Agent Intake Tool
allowing for completeness checks and importing applications to GCMS

Integrate in-flight Initiatives[1]
Digitizing electronic testing and virtual ceremonies, reducing physical capacity constraints

Agent Processing Tool
User-friendly platform to support digital document review, triage and decision-making

Electronic Archiving of Applications
reducing physical transfers

12 Months

Delivery will require dedicated processing capacity to test and learn from the new digital application and processing flow; parallel processing will be necessary as IRCC processes existing inventory of paper applications

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The Citizenship "North Star" lays out a reimagined 3-year roadmap for IRCC

Seek	Apply	Processing	Test, interview & ceremony	Post-processing
Clients automatically notified when eligible to apply; personal information collected since opt-in as PR applicant	Digital intake allows clients to complete and submit applications online at their own pace	Automation expedites non-risk related decision-making, allowing agents to spend time on the tasks and decisions that matter	Virtual self-scheduled events remove physical capacity constraints to shorten wait times; passport is issued at time of ceremony	Electronic archiving allows documents to be automatically filed with reduced agent intervention

Impact[1]

Reduction in client time spent on researching and gathering documents	Up to 90% reduction in E2E duration during Apply phase	Up to 60% reduction in agent processing time	Up to 80% reduction in E2E duration for steps related to test, interview and ceremony for clients	Up to 90% reduction in agent processing time post-ceremony
				Features for MVP touch on these areas

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Citizenship Digital Lab Progress & Impact

Digital Transformation Programme Board
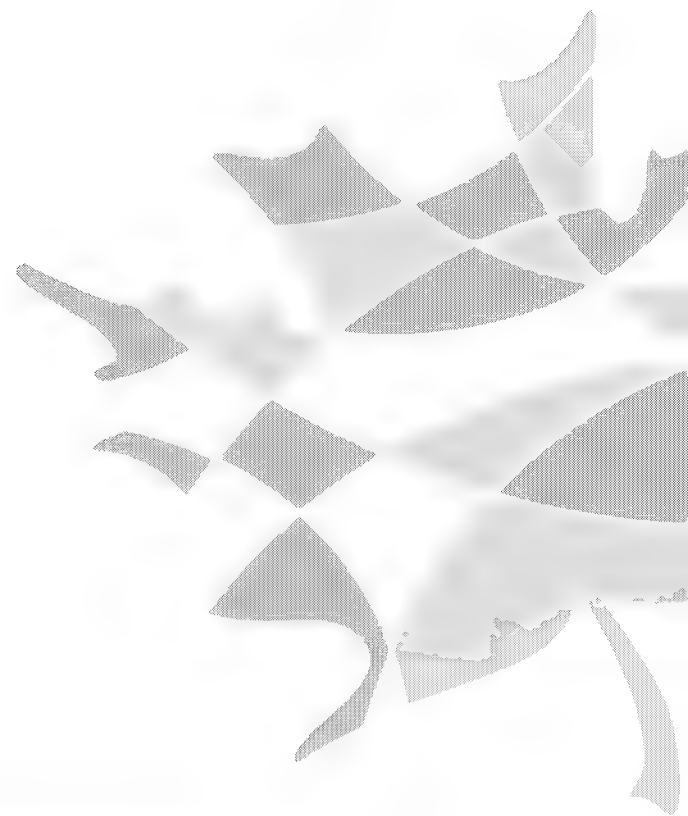
April 22, 2021

Immigration Refugees
and Citizenship Canada

Immigration Réfugiés
et Citoyenneté Canada

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Recall: Citizenship Digital Lab delivered an MVP in Nov/Dec 2020 focused on a client digital application and agent intake tool

Feedback from IRCC colleagues during weekly product demos

Client Digital Application

Easy to use digital application will allow clients to submit their application and documents digitally with no paper involved

> *"I like the way we are speaking/ communicating with clients in a friendly manner. It's really great!""*
> **– Policy Director**

Agent Intake tool

Digital intake tool will allow agents to perform completeness checks and process files remotely

> *"This is great work! Very exciting!"*
> **– Michèle Kingsley** *(Director General Immigration)* on September 9th 2020
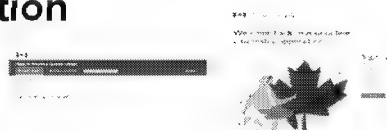
Current Status*

- **13,382** clients registered for accounts
- **6,039** applications submitted using client digital application
- **317** applications promoted to GCMS for continued processing

> *"Great and impressive work"*
> **– Hughes, St-Pierre** *(Finance ADM)* on September 9th 2020

* As of April 16

2

Citizenship Digital Lab MVP: an improved client experience with an initial 10% reduction in processing time with further improvements, benefits to come as MVP iterates and scales

DRAFT

Outcomes	Impact lever	Baseline	MVP – preliminary outcomes	Considerations
Client experience	Client application submission	9.13 – 45.63 days	10 days	MVP now consistently delivers a client experience of 10 days. Average time between a client registering for an account and submitting an application is 10 days (what was "best in class" in baselining)
Operational Efficiency	Duration in scope of MVP (total)	42 mins	38 mins (~10% reduction in time)	Business case anticipated 6-7 minute reduction in active touch time at full-run rate; early timings of CN processing steps are already achieving ~60% of anticipated benefits. Does not include time savings from mail room (as part of MVP)
(CN experience[1])	• Completeness check[2]	6 mins	7 mins	Time saved by not needing to move paper offset by time taken to open/review multiple attachments in the intake tool and waiting for applications to be uploaded to GCMS[4]
	• Data entry & promotion	18 mins	11 mins	Time savings as a result of having some data pre-populated.[5]
	• File review/ Risk triaging	18 mins	20 mins	No savings due to having to navigate/open individual documents in GCMS[4]

This preliminary view is based on less than 10% of online applications that have begun moving through the intake phase. These timings and outcomes will continue to be refined and updated on a regular basis. As files make their way through the processing steps, the DN experience will be assessed.

1.CN experience excludes mailroom activities, CN decision activities for low-risk Endeavour applications and file transfer to DN | 2.Completeness check for baseline activity was undertaken by CR03 and included paper file assembly; MVP activity is undertaken by CR04 and includes sending applications to GCMS | 3.Data entry activity previously undertaken by CR03 and now by CR04 | 4.Further gains to be realized with agent processing tool enhancements (future roadmap feature) | 5. Further gains to be realized with population of physical presence calculator data (future roadmap feature)

3

000322

Digital Journey Labs updates/
Mise à jour sur les laboratoires des processus numériques

Digital Transformation Programme Board
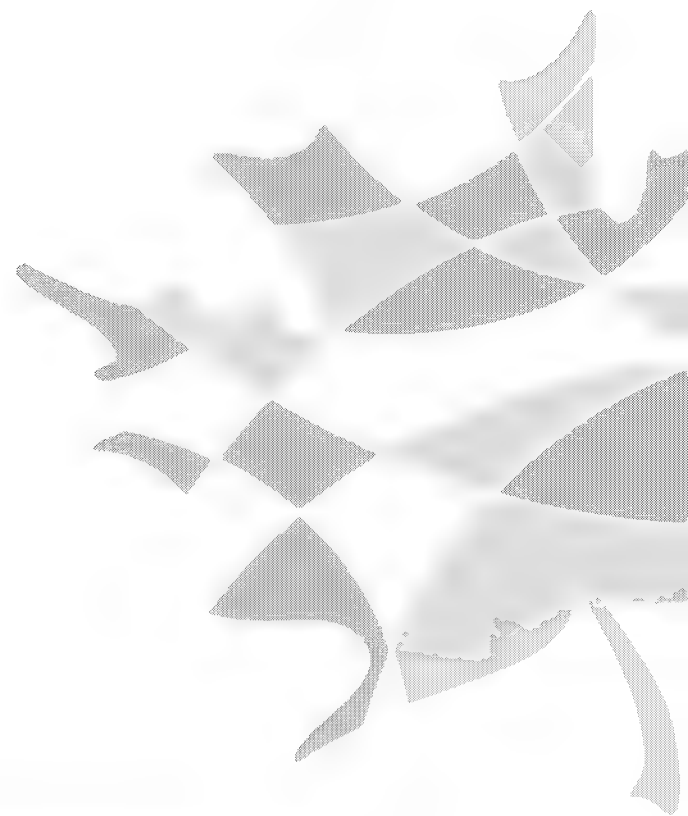
April 22, 2021

Le point sur la situation

Progrès récents

Prochaines étapes

**Laboratoire RVT
Équipe Client**

Saisie Numériques
- **Le sprint 11 a débuté le 14 avril**
- Les travaux progressent sur la première phase du PMV (reconnaissance optique de caractères de la zone de lecture automatique du passeport) ainsi que sur la mise en œuvre d'un nouveau système de conception pour l'application (aspect et convivialité).
- L'équipe client de VRT a commencé à s'engager avec l'application de demande de résidence temporaire (RT) en ligne et TI Opérations pour réfléchir à la phase 3 - Intégration de l'application mobile avec le portail IRCC (prévue pour l'été 2021).

Recherche VRT
- Les pages de recherche sont en phase de test pour aider à améliorer les pages de documents de soutien pour collecte de données numériques

Saisie Numériques
- Le dossier d'achat devrait être envoyé aux vendeurs à la mi-avril.
- Continuer à travailler sur la fonction d'édition, le code QR, les flux d'exception et le remodelage (aspect et convivialité).
- Poursuivre l'engagement et la planification avec l'application de demande de résidence temporaire (RT) en ligne et TI Opérations pour la phase 3 - Intégration.

Recherche VRT
- Des pages supplémentaires pour les demandeurs prioritaires (DP) ont été préparées pour l'instruction d'accueillir de nouveaux groupes de DP qui pourraient être introduits par un nouveau MI

**Laboratoire RVT
Équipe des Agents**

Test de production de Chinook+ :
- Chinook+ a été stabilisé et est utilisé dans 6 bureaux IN (Abu Dhabi, Shanghai, Varsovie, Ankara, Amman et New Delhi) ainsi que dans les équipes Inde, Iran et Chine au CTD-O.
- Un agent du CTD-E utilise également Chinook+.

Migration vers le nuage (Chinook 1.5)
- Le Sprint 10 a commencé le 12 avril. Avanade ne soutient plus l'équipe des agents dans le développement.
- Les testeurs du CTD-O et du CTD-E ont commencé les tests.
- Développement des éléments de gestion du changement suivants en consultation avec l'IN et le CN : introduction à Chinook 1.5, manuel d'utilisation, instructions de démonstration vidéo.

- Nous travaillons à l'élimination du blocage de la sécurité informatique qui empêche les utilisateurs étrangers d'accéder à Chinook. Les cadres supérieurs sont engagés. Le déploiement à l'étranger sera retardé.
- Déterminer la voie à suivre pour le module 1. Réflexion avec les experts en la matière prévue pour le 19 avril.
- Le plan de sprint pour le développement ultérieur de Chinook 1.5 comprendra : Fonctionnalité supplémentaire du Mod 3; règles d'automatisation; migration du Mod. 5 dans le nuage; développement du Mod. 1 dans le nuage pour les secteurs d'activité RT et RP.
- Le développement d'une passerelle de données entre l'entrepôt de données EDE et Chinook 1.5 a été confirmé pour la version R26 du SMGC.

2

Status update

Recent Progress

CIT Lab

As of April 9:

12.582 clients have registered for accounts

5,647 applications have been submitted

377 applications have been reviewed by the Ops Testing Team in the intake tool. **92% of applications have been deemed complete**

257 applications have been promoted in GCMS

99 clients have passed the online knowledge test and **64** program integrity interviews have been scheduled

35 clients have been granted citizenship and are ready to be scheduled for a citizenship ceremony

E2E testing continues for the approved 180 applications (representing 10% of intake from Dec & Jan). All applications have been promoted to GCMS and going through the processing steps.

Promotion of applications into GCMS continues beyond the 180 test cohort without a 20/day cap

Updated program guidance relating to the citizenship photo and photographer has resulted in the incomplete rate improving to **8%** (from 34%)

PR SCLP Lab

- Established what are the 3 Features for MVP 1:
  - Build an inventory management tool
  - Build an agent/officer tool and dashboard to enhance processing of applications in a cloud environment outside of GCMS
  - Automated notifications to clients / send messages to clients to inform of the progress of their applications.
- Met with Key Ops Assistant Directors (CN, IN and IRM) to provide a overview of the features in MVP 1 and gather their feedback
- Met with SMEs to provide an overview of the features in MVP 1
- Completed the User Story Mapping and Release Planning stages
- Finalizing work on the PR SCLP Business Case

Next steps

- **The planned increase of the interstitial presentation to 25% of website visitors (up from 10%) is still delayed,** pending Ops and DJL joint review of the deployment plan and scale-up timeline based on Ops capacity and business resumption state.

- Sprinting continues for MVP2.
  - Add functionality to return applications for payment reasons
  - Implement validations on the completeness checklist page in the intake tool
  - Begin making updates to expand to applicants aged 55 and over

MVP 2, which includes functionality to return applications that are incomplete and expanding to applicants aged 55 and over, planned to be completed in May.

- Sprint 0 set to begin April 19
- Finalizing the MVP 1 refinement on user stories
- Prepare the workflow for Sprint 1
- Finalize Business Case
- Build CI/CD pipelines and deploy on AWS
- Continue EDW PR data extract catalog

3

Status update

TR to PR Pathway

Recent Progress

- GCMS changes have been completed and system is ready to accept applications for TRPR.
- Memo on TR to PR was signed by the Minister as of March 2. Second memo to confirm eligibility will be presented shortly.
- The portal and agent tool coding work is almost complete and will be undergoing adjustments based on minister approved policies.
- Robotic Process Automation (RPA) vendor from Deloitte/Greenlight have been identified and will be on boarded.

Next steps

- Awaiting final ministerial approval of public policies (delayed from week of March 29).
- May 6 date now potentially targeted for launch of program to public. Delays are due to inability to prepare communications materials without final public policy being signed.
- Work further with IPG/Operations Networks on Change Management and operationalization including training.
- Implement "Live" counter of intake cap space with collaboration from Communications.
- Thorough user acceptance testing (UAT) of intake tool once business requirements are locked.
- Confirm timelines on integration work via RPA with partners and vendor.
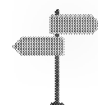
TR eApps

TRV TR eApp:

As of April 13:
- 3,983 clients have registered in IRCC Portal
- 1,675 applications in progress
- 847 applications submitted
- No further updates or information on the pause on TRV intake
- IPG would like to leverage the TR eApp to accommodate the family members of the victims from flight PS752. Preliminary discussions between Business and IPG are underway to determine what type of changes may be required in the very near future.

Study Permit:
- ~116 study permit applications have been successfully submitted to GCMS
- Currently 60% of applicants from the Comms website are directed to the TR eApp to apply for a study permit.

- Focusing on Digital Capture and working with the TRV Journey Lab.

- APR initial impact assessments are complete. Working group sessions/scrum meetings to be scheduled in the coming weeks but may be impacted by the prioritization exercise/outcome.

- Change Request to ensure (cloud) TR eApps (TRV,SP or WP) cannot be linked in MyAccount or APR Portal (on prem)

- Staffing actions to take place to hire team members to work on Work Permit requirements.

4

Status update

Recent Progress

Next steps

Digital Talent Engine (DTE)

- Additional digital hiring materials being created with Communications Branch
- Continuous engagement on diversity and inclusion-focused partnerships based on research
- Expanded targeted list of French universities and began engagement with Concordia, University of Quebec in Montreal, and Université Laval
- Conducted additional interviews; with a monthly goal of 40, the team has conducted approximately 43 interviews since March.
- Identified 10 tech community meetups for April
- On-boarded **6** new hires using the DTE onboarding package for April
- All talent gaps for Lab 4 (MyAccount) have been filled
- All talent gaps for Lab 5 (Study Permit) have been filled. Lab 5 is set to launch end of May

For the month of March:
- **5** sourcing partnerships established
- **72** candidates added to the pipeline
- **~5** verbal offers extended for Lab roles

Continue:
- Adding exceptional candidates to the pipeline through direct outreach, partnerships, events, etc.
- Screening existing pipeline, including additional diversity-focused talent pools
- Use expedited and streamlined offer/onboarding processes
- Develop and refine roles for Centre of Excellence (COE)
- Develop and refine desired outcomes/goals for future sprints

Start:
- Explore avenues for partnerships for new Employment Equity groups
- Explore building an experience survey to gauge candidate feedback on hiring journey
- Expand outreach to additional diversity and location-based partnerships
- Looking at creating a Public Opinion Research (POR) candidate experience survey to refine "buddy program"
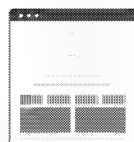
MonDossier

- Nous avons eu un lancement de principe et nous avons commencé à établir un point de comparaison le 1er avril.
- Intégration de l'équipe du laboratoire numérique et la formation d'Agile le 8 avril.
- Début des travaux de base sur la technologie, la conception et les affaires.
- Le travail a commencé sur la stratégie d'engagement et de gestion du changement qui ont été adaptées au premier laboratoire horizontal.
- Identification de certaines des PME requises (p. ex., DGEC, AIPRP).
- Discussions préliminaires avec le DGEC sur la vision et les rôles/responsabilités.

- Intégrez le propriétaire du laboratoire des processus
- Réaliser le lancement officiel du laboratoire 4 (MonDossier) la semaine du 19 avril.
- S'aligner sur la vision et l'objectif avec DGEC
- Finaliser la liste des PME à intégrer pour le laboratoire et envoyer un appel aux secteurs/filiales.
- Planifier le processus de travail et l'engagement avec les PME
- Continuer à travailler sur la stratégie d'engagement et de gestion du changement
- Continuer les travaux de base sur la technologie, la conception et les affaires.
- Mener une recherche générative sur les utilisateurs

5

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Biweekly CIT MVP Metrics

Updated on April 6, 2021

		MVP Target	YTD[1] Value	Trend	Outcome
Digital Application	**Click through to new web application**	10% of Web Traffic	36307 Clicks		Among the random 10% of website traffic, **60% individuals** are clicking through to the online experience. The rate is holding steady.
	Number of registered clients	N/A	11711 Registrations	14% ⬆	Registered Clients **increased by 14%** since last report
	Number of e-Apps submitted using new experience	3643 e-Apps[3]	5203 e-Apps	19% ⬆	Submission **increased by 19%** since last report and **exceeded 43% of** the MVP target
Client Experience	**Client Clicks to Apply on Paper**	N/A	1931 Clicks	5%	Small amount of clients choose to "Apply on Paper" after navigating to the landing page. They either did not meet the criteria for e-App or voluntarily chose to apply on paper. This percentage is holding steady.
	Number of e-Apps promoted to GCMS	N/A	249 e-Apps	45% ⬆	**100%** of the end-to-end pilot group of 180 applications have been promoted to GCMS. There were also 69 e-apps promoted as CPC-Sydney has started working beyond the initial test cohort.
	Client average time spent in application	2-4 hrs	4.41 hrs		The average time between registering for an account and submitting an application is 10 days.
Operational Excellence	**Number of e-Apps checked for completeness**	N/A	377 e-Apps	0% ⬆	345 applications (92%) were determined to be complete. **No new applications have been assessed** since last report due to the focus on application promotion.
	Incomplete Applications	N/A	32 e-Apps	-75% ⬇	**Photo requirements were changed** thus leading to a decrease in incomplete e-Apps. **No new applications have been assessed** since last report due to the focus on application promotion.
Web Performance	**Unique visitors**	N/A	58337 Visitors	14% ⬆	The number of visitors **increased by 14%** since last report
	Bounce rate[2]	<40%	31.34%		Visitors **engagement rate is around 69%.** It indicates the banner is presented to the right target users.

1. Reporting data period: from Nov 30, 2020 to April 2
2. Bounce Rate is the percentage of visitors who enter the Apply Online and then leave rather than continuing to view other pages
3. Calculation is based on OPPB CIT intake forecast and 2020 Q3 and Q4 roll-out plan in Business Case

6

6

Biweekly TRV Metrics

Updated on April 6, 2021

Metrics/Indicators	Current Value	Trend	Outcome
APPLY MVP			Reporting Data Period : July 20, 2020 to April 4, 2021
Number of clients screened the Apply MVP form	2739	3% ⬆	Seek & Apply MVP have experienced a steady increase in uptake since their respective rollout dates, however the implementation of a Ministerial Instruction will pause intake of all TRVs that do not meet the Priority Applicant eligibility standards. Implementation date TBD.
Number of clients accessed the Apply MVP form	2388	3% ⬆	
Number of clients completed in the Apply MVP	1027	3% ⬆	
Number of clients submitted through the Apply MVP	129	2% ⬆	
Number of applications using Apply MVP approved	29	0% ⬆	All Priority Applicants will be routed through the TR eApp, therefore there will be no data for the Apply MVP at that time
Number of applications using Apply MVP refused	4	0% ⬆	
TR e-Apps (IRCC Portal)			Reporting Data Period : Nov 26, 2020 to April 2, 2021
Number of clients granted access to the portal	4241	40% ⬆	
Number of clients enrolled in the Portal	3312	42% ⬆	• TR eApps/ IRCC Portal is currently receiving 10% of the traffic from the seek website.
Number of TR e-Apps in-progress	1931	15% ⬇	
Number of TR e-Apps submitted	778	42% ⬆	• 40% of the applications are Priority applicant applications
Number of TR e-Apps approved	95	51% ⬆	
Number of TR e-Apps refused	48	78% ⬆	• **80 SP** applications have been received since Feb 23.
Number of Priority applicant applications	309	33% ⬆	

000329

Agile delivery: velocity and look ahead – as of April 6

		Completion % (Story points)		Predictibility[1] (Story points)	Backlog health[1] (#sprints ahead[2])		Talent needs	Next release & rollout	Blockers/ Challenges
		Previous sprint	Last sprint	Last 5 sprint Average	At sprint planning				
TRV	Client	61% Mar17- Mar31 86 out of 141 points	32 % Mar31 - Apr14 24 out of 76 points	N/A	2			Next release – Phase 1 DATE • Mid-April	Still waiting on procurement of vendor solution. Awaiting procurement of additional Macbooks for Dev team
	Officer	89% Mar 15 – Mar 26 117 out of 132 Officer team + Avanade part of the time	85% Mar 29 – April 9 77 out of 90 points Officer team + 1 Avanade resource	81%	1		• Resources with processing experience for Chinook QM	• Late April Chinook1.5 released to Prod	• Lack of QA resources is creating a QA backlog during sprints • Access to Chinook1.5 from overseas by LES is being addressed through a pilot with 10 overseas officers. Solution has been presented to senior mgmt. and is being validated via pilot.
Citizenship		47.5% Mar 03 - Mar 16 19 out of 40 points (21 points incomplete stories delivered late to QA)	77.14% Mar 17 - Mar 30 54 out of 70 points	68%	2			Next release DATE • ~ May	• Team working on the Incomplete applications due to top 5 reasons.

1. Predictability is a measure of delivered vs. committed work, provides insight into the reliability of the forecasted release date (5 sprint average)
2. Number of Backlogs. It measures the number of sprints ahead for which the backlog has been groomed and meets Definition of Ready (DoR).

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000330

DTE Pipeline Update 04/09

▦ Most urgent hiring needs

Key insights:
Overall pipeline health:
- **Open positions: 16 positions to fill** across all roles types;
  - **Immediate lab 1 need:** 1 **Sr. Developer** for **Client Team**
  - Recruitment for Lab 6 is on hold
- **Role pipeline[1]: 112 candidates in the total pipeline (23 in Active Pipeline; 89 in CV/Screening Backlog)[2]**

Recruiting milestones:
- Offers extended: 1 soft offer made to a Developer candidate for lab 1 Officer Team
- Recruitment for Lab 1 Officer Team is now complete

Overall pipeline health
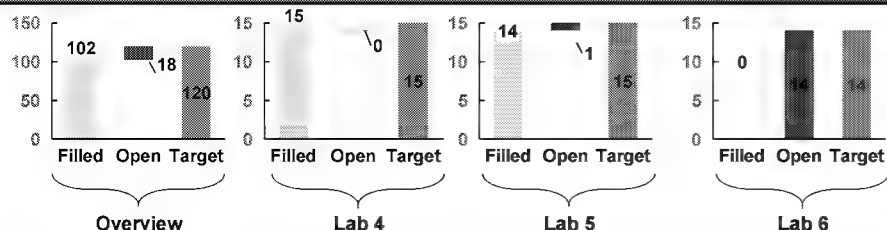
Number of open positions[3]	Selected labs[5]					Candidates in pipeline	Total open positions
	Lab 1 - Client	Lab 1 - Officer	Lab 4	Lab5	Lab 6		
Journey Owner	0	0	0	1	1	1	2
Scrum Master	0	0	0	0	1	10	1
Tech Lead	0	0	0	0	1	5	1
SR QA	0	0	0	0	0	5	0
Design Lead	0	0	0	0	1	2	1
Sr Devs	1	0	0	0	2	22	3
Developer	0	0	0	0	4	29	4
QA	0	0	0	0	2	16	2
Designer	0	0	0	0	2	22	2
Total	1	0	0	1	14	112	16

1.Role based pipeline details available in Workforce Planning Tool; 2. Candidates in the active pipeline are candidate who are actively going through the selection process (i.e., pre-screens and / or interviews); 3. Open positions excludes roles for which a candidate has received an offer (i.e. team is waiting on security clearance to onboard the candidate); 4. Sum of applications since Fall 2020. 5. Labs not shown are fully filled

March interview metrics

	Actual	Target
Next batch interview day:	TBD	
Pre-screens conducted:	2	
Interviews completed:	4	
Candidates in the interview pipeline:	21	
Total per month:	6	40
Number of interviews last month (March):	43	

End-to-end process

Average length of recruitment process 'weeks	Actual	Target
Screened to Security Clearance	4.0	2
Security Clearance to LOO Sent	3.0	2
LOO Sent to Onboarded	3.0	1
Total	9.9	5

Sourcing channels effectiveness[4]

Channel types	Applications	Hired	% of new hires	Hire/applications
Internal to Public Service	49	5	11%	10%
Direct Source	26	3	7%	12%
Job Boards	93	7	15%	8%
Events, not tied to other sourcing types	49	4	9%	8%
Referrals	89	19	41%	21%
Total Partnerships	43	5	11%	12%
Other	82	3	7%	4%
Total	408	46		
Selected sourcing channels to highlight this week				
• Indeed	35	3	7%	9%
• Facebook	7	2	5%	29%

Sourcing events:

	Actual	Target
Number of sourcing events scheduled:	15	40

● Filled or on track to be 4 weeks prior to when needed   Unfilled <4 weeks prior to when needed   ● Unfilled past date when needed

Digital Journey Lab
PR – Spouse and Common Law Partner Journey
Lab: Baselining and MVP Feature Set

Digital Transformation Programme Board
April 22, 2021

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Canada

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PR SCLP Journey Lab – Emerging Perspectives from Baselining

End to end officer/agent journey

Journey from application reception to final decision:

Active processing time[1]:

- **In-Canada:** ~245-299 mins (~4-5 hours)

- **Overseas:** ~227-277 mins (~4-5 hours)

End-to-end (E2E) duration[2]:

- **In-Canada:** ~11-12 months

- **Overseas:** ~13-14 months

Operational Excellence

68,620 applications[3] processed in 2019; 25,426 (37%) In-Canada and **43,194** (63%) Overseas

- **In-Canada:** 80% Spousal and 20% Common Law

- **Overseas:** 96% Spousal, 3% Common Law and 1% Conjugal

409 FTEs in PR – SCLP program processing[4] in FY19-20

$29.1M annual spend related to direct processing[4] in FY19-20 **($17.0M in salary costs; $12.1M in others costs)**

End-to-end process flow

		PWP Preparation	CN – Sponsor Eligibility Decision	CN / DN / M – Applicant Decision	Final Decision	Total Process
End-to-end (E2E) duration, days (months)[1]	In-Canada[2,3]	51-53	264-276	16-17	4-5	335-351 (11-12)
	Overseas[2]	77-81	26-27	276-292	13-14	392-414 (13-14)
Active processing time, mins (hours)[4]	In-Canada	106-128	28-35	103-126	8-10	245-299 (4-5)
	Overseas	89-109	23-28	101-123	14-17	227-277 (4-5)

Sponsor and Applicant processing is not a linear process[2]; Eligibility accounts for majority of the time in Applicant Decision
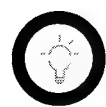
MVP1 Feature Set for your Endorsement

Linkage to Departmental or Ongoing Priority

Build an inventory management tool to support workload distribution.

Build an agent/officer tool and dashboard to enhance processing in the cloud outside of GCMS.

Create a pipeline (mechanism) to support automated upload of PR applications from the PR Digital intake tool to GCMS

Automated notifications to clients to inform them of the progress of their application.

•Automated Application Intake: Creating a pipeline between the digital intake tool and GCMS, to automate the process of loading applications into GCMS (support the endeavours of the Deloitte

Immigration Levels

Digitization

Transformation

Client Service Excellence

Pain Points

Complex Application (Client + User)

Client Vulnerability

Barrier of Communication

3

Digital Transformation DG Consultative Forum – (Bi-Weekly)
October 13, 2021
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3

Item	Lead	Debrief
Citizenship e-app	DJL TB CPPG	**Purpose**: Fournir une mise à jour de l'application électronique pour la citoyenneté à grande échelle et présenter les objectifs et les prochaines étapes **Outcome**: ▪ Les membres ont été informés de la cohérence et de l'alignement des futures applications électroniques entre les secteurs d'activité qui doivent être pris en compte, en particulier pour fournir une communication cohérente aux représentants de l'immigration. ▪ Members discussed the approach to OCR including previous work completed, legal considerations and validation of previously identified requirements. **Next Steps**: Chief Journey owner committed to meeting with IPG to discuss alignment of future e-apps
IT Resource Capacity Challenges	IT Ops	**Purpose**: Fournir une mise à jour. **Outcome**: ▪ Members were informed of the work process improvements needed to better prioritize, plan, and integrate projects. These activities were noted as a more sustainable solution than augmenting FTEs. ▪ Il faut développer les processus pour améliorer la capacité de répondre plus rapidement aux priorités changeantes et aux événements externes. ▪ It was highlighted that the Intake process has been identified as an area of opportunity to improve and better align with funding process. **Next Steps**: Rendre compte des résultats/état d'avancement
DPM Cloud project	DS	**Purpose**: To provide an overview of the DPM Cloud project including the capabilities to be delivered. **Outcome**: ▪ Les défis concernant la gouvernance pour la sécurité et l'évolutivité, la maturité opérationnelle, la technologie et les compétences humaines ont été mis en évidence. ▪ The potential opportunities as the result of the adoption of cloud capabilities in the Learning Management System was highlighted. **Next Steps**: Presentation is expected to continue to be socialized with governance decision on outputs and outcomes anticipated.

Digital Transformation DG Consultative Forum – (Bi-Weekly)
October 27, 2021
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3

Item	Lead	Debrief
DPM 1&2 Health Check and timelines	IAAB	**Purpose**: Présenter le bilan de santé de la MPN 1 & 2 pour obtenir l'approbation par le comité. **Outcome**: ▪ Members discussed the need to leverage health checks to reduce duplication in the assurance structure by allowing some flexibility in how oversight accountabilities and decision making are documented and governed.
Update for DPM 3	DG DPM 3	**Purpose**: Fournir aux membres des informations et des mises à jour la MPN 3 **Outcome**: Members were informed about the TB Submission. It will be shared more broadly this week, however with short timelines for input. **Next Steps:** Examen et entrée de la présentation au CT.

Digital Transformation DG Consultative Forum – (Bi-Weekly)
November 24, 2021
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3

Item	Lead	Debrief
Scaling the Digital Factory – Future Sequencing of Labs 7-9	TB	**Purpose**: To present the future sequencing of labs 7-9 and seek endorsement. **Outcome**: ▪ Members were informed of the recommendations. The perspective is to build a sustainable and integrated scalable model. Digital intake across the board is needed to respond to ministerial instructions and paper is not feasible. There are some opportunities to synergize with VAC contract renewal requiring digital intake in January. It is recommended to have VAC modernization as lab 7. ▪ Members discussed admissibility leaning priorities. Visitor transformation will also be an interesting intersection. ▪ The alignment of DPM 3 to resources at an enterprise level and the current linkages with existing projects was discussed. There is an opportunity to align with DPM3 for horizontal integration during definition. ▪ Identity management and the streamlined platform technical requirements - To create an interface with GCMS that allows independent linkages to the platform outside of the current IT Ops intake process. ▪ Members questioned the launch of HIP and it's impact on Horizontal Digital intake. **Next Steps**: ▪ Members endorsed this item with a request to have updates identifying linkages of DJL to DPM and a presentation of the Hybrid Integrated Platform (HIP). ▪ DSB to provide the presentation on HIP. ▪ Transformation Branch/DJL to present a one-pager to show the linkages with DPM3 outcomes and strategies.
MyAccount North Star vision and roadmap	TB CEB	**Purpose**: To provide an update from the feedback received in the presentation of the MyAccount Journey in September and receive endorsement for this direction. **Outcome**: ▪ Members discussed the integration using HIP and now integration with GCMS. There is an urgent need to look at everything from an intake point of view. Members want to streamline and sustain the intake planned for next 24 months. ▪ Members questioned what the priorities are and expressed the want to ensure to control the pieces a bit further. ▪ Members discussed visitor transformation. Portal is critical but question remains "who is the client?". The portal will need to be responsive to the clients needs. It is important to have a portal that is flexible, open and consistent across LOBs and simultaneous. ▪ Members discussed the integration with DPM and other projects that are in flight. How do we integrate and identify? Does it make sense to go fast for the build or to test a couple of concepts that will inform the definition phase. Information, timelines, and governance of these projects need to align. **Next Steps:** Members endorsed the vision with advice to further articulate the role out of this project and to understand linkages to DPM3 and legacy of GCMS. Prioritization was also highlighted as a point to keep in mind.
Citizenship Case Status Tracker Update	CEB	**Purpose:** To provide an update on Citizenship Case Status Tracker. **Outcome**: ▪ Members stated it is a big step to move to this type of interface with clients. ▪ Members questioned if this will reduce the number of calls to the call center? How will this be tracked? Is this one of the outcomes? ▪ Members were informed that it will take some time to see reductions. Clients have lost trust in the information provided to them. It will take a significant amount of time before trust of clients is rebuilt. **Next Steps:** To reapply the MVP to other lines and launch PR-FC in January 2022.

**Digital Platform
Modernization**

Digital Platform Modernization III

Request for Information (RFI)

Digital Transformation Programme Board

December 3, 2021

Canada

Contenu

- Approche de l'approvisionnement pour la phase 3 de la MPN

- Aperçu de l'engagement avec l'industrie : Objectifs et activités clés

- Objectifs et structure de la demande de renseignements (DR)

- Informations que nous recherchons auprès de l'industrie

2

DPM Phase 3 Procurement Approach

Increase in Level of Depth and Accuracy of Requirements, and decrease in Number of Qualified Suppliers

| Industry Engagement | → | ITQ
Intent to Qualify | → | RRR
Statement of Requirements | → | Bid Solicitation
Request for Proposal | → | Contract Award | → | TA
Task Authorization | → | TA Award |

Industry Engagement to engage and inform the supplier community of the DPM Programme and IRCC's digital transformation.

Intent to Qualify (ITQ) to short list Qualified Suppliers that will participate in the Definition Phase.

Qualified Suppliers will continue to be engaged in a partnership relationship with IRCC throughout the DPM Programme.

Review and Refine Requirements (RRR) - Statement of Requirements (SOR) developed in collaboration with Qualified Suppliers.

Bid Preparation (RFP) and Solicitation completed by Qualified Suppliers.

IRCC intends to evaluate the RFP against both "tell me" (such as requirements) and "show me" (such as demos) components. Contract will only be awarded upon the successful completion of a prototyping phase.

Others successfully using an Agile/SMART procurement approach

✓Next Gen HR& Pay   ✓CMHC   ✓ESDC- BDM   ✓CBSA – CARM

3

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Aperçu de l'engagement avec l'industrie

Objectifs:

- Fournir à l'industrie une **vue d'ensemble** du programme de la MPN et du processus d'approvisionnement à venir.

- Démontrer à l'industrie qu'il s'agit d'une opportunité financée et approuvée qui leur est offerte afin de **susciter l'intérêt d'investir** dans le processus d'approvisionnement.

- Donner à l'industrie la possibilité de **commenter et d'influencer** la stratégie d'approvisionnement, la portée et le processus d'approvisionnement.

- **Recueillir les commentaires** de l'industrie sur l'approche du programme, les exigences et l'approche d'évaluation à utiliser dans la phase d'invitation à se qualifier (IQ).

- L'engagement de l'industrie n'est généralement <u>pas</u> utilisé pour définir les exigences détaillées ou comprendre comment les fournisseurs fourniront une solution spécifique - c'est l'objectif de la phase de révision et d'affinement des exigences.

Activités clés / Prochaines étapes :

Demande de renseignements	Journée de l'industrie	Réponses à la DR	Sessions individuelles	Stratégie de l'IQ
Semaine 1	Semaine 2 ou 3	Semaine 6	Semaine 7 ou 8	Semaine 9 – 10+

4

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Demande de renseignements objectif et structure

Objectif :

- Obtenir des contributions écrites de l'industrie sur le programme, la portée, les exigences clés, l'approche de livraison, le processus d'approvisionnement, les opportunités de marchés sociaux et l'approche d'évaluation de l'ISQ.

Structure de la DR:

- Logistique de réponse (enregistrement, processus de soumission, etc.)
- Aperçu du processus d'approvisionnement
- Aperçu du programme / résultats commerciaux
- Portée "potentielle" (exigences et capacités de haut niveau)
- Questions de DR
- Annexe : Contexte et historique du programme

Logistique :

- Les répondants auront 5 à 6 semaines pour répondre.
- Les répondants n'auront pas de limite de page.
- Les répondants pourront soumettre leurs réponses par voie électronique.

5

RFI Inputs we are seeking from Industry

Area	What do we want to understand?	# of Questions
Sourcing Strategy (Implementation and On-Going Support)	• What are Industry's perspectives on sourcing options for DPM P3? • How should the contract(s) be structured (term; payment model; etc.)? • How should we plan for service transition at the end of the contract? • What have peer groups done (successes, lessons learned, risks)?	17
Infrastructure Model	• How can/should we leverage a Cloud model? • What are the related cost drivers, risks and opportunities? • What have peer groups done?	4
Transformation and Implementation Strategy	• What type of solution should Canada be considering? • How should we approach solution deployment (tranches; timing)? • How should we approach client service transition and legacy system decommissioning? • What have peer groups done? • What strategies should we consider for data preparation and data migration?	9
Requirements and Innovation	• What are the delivery risks and cost drivers of our key requirements? • To what level of detail should the Statement of Work (SOW) be documented? • How can we ensure the system will be agile and cost effective to meet new requirements? • How can we leverage technology innovations in the future?	6
Limitation of Liability (LOL)	• What will be mutually agreeable LOL terms in the resulting contract(s)?	3
Security	• Are there concerns with the high-level Security requirements and related processes?	3
Social Procurement, Accessibility and Indigenous Business Participation	• What is industry input on procurements that create social-economic benefits to Canada, and promote diversity and inclusion? Promote indigenous business participation? • How can Canada ensure the solution is accessible to all potential users?	27
ITQ Qualification	• What approaches should Canada consider to qualify suppliers in the ITQ phase?	3
Open-Ended Questions	• What other information can industry provide that will be of value to Canada (case studies; etc.) • What are other comments that industry has on this initiative?	6

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Next Steps

- Complete final Stakeholder Reviews of the RFI and then release to industry (next 1 – 2 weeks)

- Advise IRCC staff of the RFI posting (IRCC Today) (next 1 – 2 weeks)

- Complete Industry Day presentation, identify speakers and schedule the event (next 2 – 3 weeks)

- Identify RFI Response Review Team (next 3 – 4 weeks)

- Identify approach, team and logistics for the One-on-One Industry Meetings planned for January (next 3 – 4 weeks)

- Conduct Awareness Sessions to provide an overview of the Industry Engagement Plan and Rules of Engagement for internal stakeholders participating in the procurement process (next 3 – 4 weeks)

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Immigration, Refugees, and Citizenship Canada

Digital Platform Modernization Phase 3

Request for Information

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PSPC Value Statement

The Government of Canada is committed to fostering inclusion, equity, and diversity in our workplace culture, and continues to expand its efforts to better represent Canada's diverse population and deliver on socio-economic benefits throughout the procurement process. As we at Public Services and Procurement Canada continue our efforts to demonstrate these values in our workplace and our operations, we encourage our suppliers to embrace them and integrate them into their own businesses as well.

PSPC is committed to increasing the socio-economic and environmental sustainability benefits achieved through its procurement processes. This includes fostering equity in the supply chain by leveraging procurement spending to better include specific groups, such as Canadian small businesses, including those led by Indigenous Peoples, Black and racialized Canadians, women, persons with disabilities, LGBTQ2 Canadians and other groups. In this aim, we are dedicated to identifying and reducing barriers to participation in our procurement processes, and we continue to develop initiatives to ensure that the diversity of federal bidders and suppliers better reflects the Canadian population, while also advancing environmental benefits. To this end, businesses which are owned or operated by members of diverse groups are encouraged to apply to our processes, and all businesses are encouraged to highlight and demonstrate their environmental performance in their applications.

Public Services and Procurement Canada (PSPC)'s goal is to ensure that the goods and services the Government of Canada (GOC) buys are inclusive by design and accessible by default. Considering accessibility in public procurements is now an obligation in the *Directive on the Management of Procurement*, and accessibility criteria must be included in the requirements for goods and services, where appropriate.

Purpose and Contents of this Request for Information

This is a Request for Information (RFI) pertaining to the Digital Platform Modernization (DPM) Phase 3 (P3) for Immigration, Refugees, and Citizenship Canada (IRCC). Annex B provides context and background information on the DPM Programme as a whole. The purpose of this RFI is to inform industry of IRCC's requirement for DPM P3 and to give industry the opportunity to provide feedback on the requirement and subsequent engagement activities. The general contents of this RFI document are:

PART I: Request For Information Process: Information about the intent of this Request for Information and the procedure for industry to follow for responding to this Request for Information.

PART II: DPM P3 Background and Industry Engagement Approach: DPM P3 Solution background, objectives of this RFI, and the proposed engagement approach.

PART III: Potential Scope and Requirements: Preliminary information on the possible scope and requirements related to DPM P3.

PART IV: Questions to Industry: Questions asked to solicit feedback from industry to help Canada define its technical and commercial requirements, and to inform it of any challenges respondents may foresee.

ANNEX A: Glossary of Terms and Acronyms
ANNEX B: Digital Platform Modernization Overview
ANNEX C: Rules of Engagement
ANNEX D: Registration Form

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ANNEX E: Industry Engagement Information Session and One-on-One Session Draft Agenda and Schedule
ANNEX F: Consent for the Collection of Personal Information Related to Diverse Population Groups

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PART I: Request for Information Process

1. INTRODUCTION

This is a Request for Information (RFI) pertaining to the Digital Platform Modernization (DPM) Phase 3 (P3) Programme for Immigration, Refugees, and Citizenship Canada (IRCC).

The purpose of this RFI is to inform industry of IRCC's requirement for DPM P3 and to give industry the opportunity to provide feedback on the requirement and subsequent engagement activities.

The release of the RFI will be followed by an Information Session (also referred to as Industry Day) that will take place during the RFI solicitation period (anticipated in 2 - 3 weeks following the RFI posting) at a time and date agreed to between Canada and interested respondents. Respondents will then have an opportunity to submit their responses to the RFI. After RFI responses are submitted, separate One-on-One Sessions will be held with interested respondents.

1.1 Nature of this Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. Potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not a potential supplier responds to this RFI will not preclude that respondent from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the subject matter described in this RFI.

Nothing in this RFI shall be construed as a commitment from Canada to issue a Request for Proposal (RFP) for this project. Canada may use non-proprietary information provided in its review and/or in the preparation of any formal RFP.

Canada shall not be bound by anything stated herein. Canada reserves the right to change at any time, any or all parts of the requirement, as it deems necessary. Canada also reserves the right to revise its procurement approach, as it considers appropriate, either based upon information submitted in responses to this RFI or for any other reason it deems appropriate.

2. INSTRUCTIONS FOR RESPONDING TO THIS REQUEST FOR INFORMATION

2.1 Nature and Format of Responses Requested

Respondents are reminded that this is an RFI and not an RFP. As such, respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. RFI responses should also clearly identify any additional information and/or clarifications that respondents suggest be incorporated into any future solicitation documents. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses. Any marketing or promotional information submitted as part of the responses will not be reviewed.

Responses will not be used for competitive or comparative evaluation purposes, and thus the response format is not as rigorously defined as would normally be for an RFP. However, for ease of use and in

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order for the greatest value to be gained from responses, Canada requests that respondents follow the structure outlined in section 2.7.

2.2 Response Costs

Canada will not reimburse any organization for expenses incurred in responding to this RFI, including, but not limited to, expenses incurred for participating in the additional engagement activities.

2.3 Treatment of Responses

Use of Responses: Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify the procurement approach, as well as any draft documentation contained in this RFI. Canada will review all responses received by the RFI closing date. Canada may, at its discretion, review responses received after the RFI closing date.

Review Team: A review team composed of representatives of Immigration, Refugees, and Citizenship Canada (IRCC), Public Services and Procurement Canada (PSPC) and possibly other Government of Canada departments or agencies will review the responses. Canada reserves the right to hire any independent consultant or to use any Government of Canada (GOC) resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

Confidentiality: Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the *Access to Information Act*.

2.4 Follow-up Activity

Canada may, at its discretion, contact any respondent to follow up with additional questions or to clarify any aspect of a response as a separate One-on-One session. For more details, please refer to the following sections:

- Section 4.2: Engagement Activities Subsequent to RFI
- ANNEX D: Registration Form

MEDIA: Media cannot participate in any of the One-on-One Sessions or Industry Day.

2.5 Communication with Industry

During the additional engagement activities for this Engagement Phase, the Contracting Authority may communicate with registered industry participants through direct email rather than by posting additional notices on the *BuyandSell* and *CanadaBuys* websites.

2.6 Contents of the RFI

The information contained in this document remains a work in progress and respondents should assume that new requirements may be added to any bid solicitation that is ultimately published by Canada. Nor should respondents assume that none of the requirements will be deleted or revised. Comments regarding any aspect of the draft documents are welcome. This RFI also contains specific questions addressed to industry.

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2.7 Format of Responses

Cover Page: If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the solicitation number, the volume number and the full legal name of the respondent.

Title Page: The first page after the cover page should be the title page, which should contain the following information:

(i)   the title of the respondent's response and the volume number;

(ii)   the name and address of the respondent;

(iii)   the name, address and telephone number of the respondent's contact;

(iv)   the date, and

(v)   the RFI number.

2.8 Enquiries

All enquiries and other communications related to this RFI and associated industry engagement activities shall be directed exclusively to the PSPC Contracting Authority. Since this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all respondents; however, respondents with questions regarding this RFI may direct their enquiries to:

Contracting Authority: xxxx

Public Services and Procurement Canada

Place du Portage III, 12C1
11 Laurier Street
Gatineau, Quebec
K1A 0S5

Email address: TPSGC.PAProjetMPN-APDPMProject.PWGSC@tpsgc-pwgsc.gc.ca

2.9 Submission of Responses

Time and Place for Submission of Responses: Organizations interested in providing a response should deliver it to the Contracting Authority identified above by the time and date indicated on the *BuyandSell* and *CanadaBuys* websites.

Responsibility for Timely Delivery: Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.

Identification of Response: Each respondent should ensure that its name, return address, the solicitation number and the closing date appear legibly on the outside of the response.

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Return of Response: Responses to this RFI will not be returned.

Canada requests that respondents submit their response in unprotected (i.e. no password) PDF format **via Electronic Procurement Solution (SAP Ariba)** by the date, time and place indicated in the RFI. Responses to this RFI may be in either of Canada's official languages, English or French.

2.10 Fairness Monitor

Canada has engaged the services of an organization (RFP Solutions) to act as an independent, third-party Fairness Monitor (FM) for the DPM P3 procurement process. The role of the Fairness Monitor is to provide an attestation of assurance on the fairness, openness, and transparency of the monitored activities.

The Fairness Monitor's duties will include, but will not be limited to the following:

(i)   observing all or part of the procurement process (including, but not limited to, the engagement, intent to qualify and contemplated bid solicitation processes);

(ii)   providing feedback to Canada on fairness issues; and

(iii)   attesting to the fairness of the procurement process.

Please note that, for the purpose of carrying out its Fairness Monitor related obligations, the Fairness Monitor will be granted access to industry responses and related correspondence received by Canada pursuant to this RFI (any subsequent RFI, Intent to Qualify (ITQ) and/or any resulting draft or final RFP) and may act as an observer at the subsequent follow-up engagement and contracting activities indicated in this document.

2.11 Notice to Federal Contractors

The COVID-19 pandemic continues to have an unprecedented impact on the health of Canadians. COVID-19 vaccines are a critical tool that reduce the risk of COVID-19 and protect broader public health.

As a responsible employer, the Government of Canada is committed to protecting the health and safety of its employees. On October 6, 2021, the Government of Canada announced mandatory COVID-19 vaccination across the federal public service.

In alignment with this important measure, all contractors and subcontractors working in federal government workplaces are also expected to be fully vaccinated. This requirement takes effect on **November 15, 2021**.

Implicated contractors should take the necessary steps to ensure their employees and subcontractors are aware of this requirement, and that they are able to fully comply with it.

This approach will ensure that federal workplaces are kept safe and that employees who work in them are protected. Any subsequent procurement process for DPM P3 will be subject to the COVID-19 vaccination requirement for supplier personnel. Additional information about the requirement can be found here.

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PART II: DPM Phase 3 Solution Background and Industry Engagement Approach

3. DPM P3 SOLUTION BACKGROUND

Please refer to ANNEX B for background, context, objectives and expected outcomes for the DPM Programme.

4. PROPOSED ENGAGEMENT APPROACH

4.1 Industry Engagement

The industry engagement process begins with this RFI and concludes when an official RFP or another competitive process is distributed to respondents who have qualified under the Intent to Qualify (ITQ) process, or when the GOC advises participants that the engagement process has concluded. The process may involve the following phases:

> Phase 1: Initial contact with industry through this RFI
> Phase 2: Industry Day
> Phase 3: One-on-One Industry Meetings with individual respondents
> Phase 4: Invitation to Qualify (ITQ)
> Phase 5: Draft Request for Proposal (draft RFP) including a Statement of Requirements (SOR) and evaluation criteria
> Phase 6: Review and Refine Requirements (RRR)
> Phase 7: Final Request for Proposal

Participation in any subsequent engagement activities following the RFI process will be strictly reserved for registered individuals who sign and submit, to the PSPC Contracting Authority named herein, the Rules of Engagement Process, provided in ANNEX C to this notice.

There will be no short listing of participating respondents (respondents with individuals that have signed and submitted the Rules of Engagement Process) for purposes of undertaking any future work as a result of Phases 1 to 3 of this process. Similarly, participation in Phases 1 to 3 of this process is not a condition or prerequisite for participation in any ITQ(s). Industry representatives that do not participate in the process or that leave in the middle of the process will remain eligible to submit a response to any future ITQs relating to this requirement.

Phase 1 - Initial Contact with Industry

This RFI is posted on *BuyandSell* and *CanadaBuys* to seek interest from companies in participating in the industry engagement process. It is a chance for industry to share with IRCC information on the current marketplace and available technology and supplier capabilities.

Phase 2 – Industry Day

The purpose of Industry Day is to present registered industry representatives with information about the DPM P3 requirement, an overview of the current business environment, and its future objectives for the consultative engagement process. Industry Day is intended to be an open forum allowing Canada to communicate its requirements at a high level, and for industry to ask questions and seek information in

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order to gain a sound understanding of the business needs of DPM P3. Suppliers may provide comments, questions or proposed topics for discussion on Industry Day by submitting their information to the Contracting Authority by the Registration Deadline. Canada will do its best to reflect the suppliers' requests in the agenda.

Respondents to this RFI who wish to participate in the Industry Day must complete, sign, and submit to the Contracting Authority the Rules of Engagement Form (Annex C herein) and the Registration Form for the One-on-One Sessions (Annex D herein) on or before December XX, 2021.

The anticipated agenda for the Industry Day session is:
1. Opening Remarks
2. IRCC's Transformation Vision
3. Digital Platform Modernization Programme Overview
4. The DPM Phase 3 Opportunity for Industry
5. Procurement Process
6. Security Process
7. Question and Answer Period

Industry Day material to be provided to attendees:
1. Agenda
2. Copies of presentation material

Phase 3 - One-on-One Industry Meetings

Following Industry Day and Canada's review of the responses to the RFI, respondents may be invited to one or more individual sessions to be held via videoconference. These sessions will represent an additional opportunity for Canada to clarify specific RFI responses. The meetings will be optional. Members of the media cannot participate in the One-on-One Industry Meetings. If applicable, respondents will be provided a list of questions at least three working days prior to their scheduled session based on their response to this RFI. Respondents are invited to respond to these questions during their session.

Respondents to this RFI who wish to participate in the One-on-One Sessions must complete, sign, and submit to the Contracting Authority the Rules of Engagement Form (Annex C herein) prior to their participation. Participants should complete and submit the Registration Form for the One-on-One Sessions (Annex D herein) to indicate their intention to participate in the subsequent engagement activities. Participants are encouraged to submit these forms to the Contracting Authority as soon as possible (e.g prior to the closing date of this RFI solicitation).

One-on-One Sessions are expected to be held in January. Given the current COVID-19 pandemic, industry consultations will be conducted virtually (via Microsoft Teams) with interested parties and there will be no option for in-person attendance. Industry will have the opportunity to ask questions via MS Teams or Slido. Decisions regarding the option of in-person meetings will be continuously evaluated throughout the procurement process.

Phase 4 – Invitation to Qualify (ITQ)

The objective of the ITQ is to identify and select qualified suppliers to proceed to subsequent phases of the industry engagement and RFP processes. The ITQ will be posted on *BuyandSell* and *CanadaBuys* websites and the responses submitted by respondents interested in continuing to future phases will be evaluated for compliance against published qualification criteria. It is possible for Canada to issue a draft

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ITQ in order to obtain feedback from industry on its prequalification approach before publishing the official ITQ.

Phase 5 – Draft Request for Proposal (draft RFP) including a Statement of Requirements (SOR) and Evaluation Criteria

Prior to the release of the final RFP, a draft RFP and SOR with Evaluation Criteria may be issued to those suppliers whose responses have been deemed compliant under Phase 4 (ITQ) to further refine the requirements by addressing Qualified Supplier concerns and recommendations.

Phase 6 – Review and Refine Requirements

Qualified Suppliers selected in Phase 4 will work with Canada to further define the requirements and Programme approaches for delivery. This will be a collaborative effort.

Phase 7 – Final Request for Proposal (Final RFP)

A final RFP will be issued to the Qualified Suppliers. A standard question and answer process will be followed.

Rules of Engagement
All participants must sign and submit to the Contracting Authority the Rules of Engagement Form (ANNEX C) prior to their participation in Industry Day, One-on-One Sessions, or RRR working group sessions.

4.2 Engagement Activities Subsequent to RFI

Following the closure of this RFI, copies of the responses to this Request for Information will be distributed to representatives of IRCC and PSPC for review and consideration. Copies of the responses will also be made available to the Fairness Monitor for review.

5. OBJECTIVE OF THIS RFI

5.1 RFI Objectives

This RFI is being issued with the objective of:

5.1.1   Engaging Industry and providing initial context pertaining to Canada's requirements early in the process to better understand both needs and available solutions prior to the drafting of the Statement of Requirements. The target audience will be potential suppliers of the solution;

5.1.2   Alerting the industry and obtaining feedback on IRCC's intent to reimagine client and user experiences, redesign business processes, replace the current Global Case Management System (GCMS), and replace or upgrade other impacted systems in the IRCC applications landscape;

5.1.3   Engaging Industry via One-on-One sessions with interested suppliers following the RFI. These meetings will be intended to give Canada or the respondent the opportunity to clarify RFI responses; and

5.1.4   Helping Canada to obtain the pertinent information that will assist in evolving the business case for DPM Phase 3.

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5.2 Input Sought

The RFI seeks industry input concerning potential technologies, current technologies and services, and a range of costs associated with current technologies deployed in the field that may be relevant in future procurement actions taken by Canada for DPM Phase 3. The RFI also seeks to obtain input on the procurement process and potential contract terms and conditions.

While the current internal processes described herein are based on standard case management activities, this RFI seeks advice on both traditional and non-traditional ways of working during the transformation and following implementation of the solution.

5.3 RFI Does Not Imply Final Decision

This RFI does not imply that Canada has made a final decision on any of the procurement possibilities. Canada may not select any of the solutions or equipment identified in the responses. Canada shall not be liable under any circumstances to any respondent who has prepared a response to this RFI.

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PART III: Potential Scope and Requirements

6 REQUIREMENTS INTRODUCTION

Today's digital landscape is marked by change of unprecedented pace and scope. Rapid technological, digital and data transformation are now part of Canadians' daily lives, revolutionizing the way they access information and services and the way they live, socialize and work.

Immigration, Refugees and Citizenship Canada is aiming to transform into a truly digital organization to maximize benefits for clients and Canadians. Key to enabling this digital transformation is a new core IT platform that will enable IRCC to facilitate application processing, deliver new client-facing services, and improve collaboration with partners (including delivery and security partners as well as other levels of government and third-party partners). The transformation will improve data-driven decision making in a manner that meets privacy and security requirements, manages risk, safeguards against bias, and helps keep Canadians safe, healthy and secure.

Canadians expect to be able to access any government service, at any time and on any device. Citizens agree that personal information should be shared between GC departments to enable faster, more accurate service (refer to _Citizens First 8_). However, while they recognize the potential of technological, digital and data transformation, citizens are concerned about how the GC uses and manages their personal information and about what it does to ensure their privacy and security.

Given the context above, DPM P3 is about digital transformation - not a technology upgrade. IRCC expects a new digital platform, with modern capabilities and tools, to enable it to reimagine and transform service delivery across business lines, to enable new ways of working across IRCC, and ultimately to modernize the way IRCC delivers its mandate for Canadians, clients, employees, partners, and the Government of Canada (GOC).

6.1 Potential Client Services Scope

The client services below are potentially in scope of the procurement. For the in-scope services, it is anticipated that the end-to-end business process will be transformed, leveraging technology enablers where possible (e.g. workflow automation, data analytics, artificial intelligence, etc.), and ensuring all necessary security and privacy safeguards and controls are put in place.

- Temporary Residence (TR)
    - Apply for a New Visitor Visa, or request a Visitor Visa Extension or a Visitor Record
    - Apply for or renew a Work Permit
    - Apply for or renew a Study Permit
    - Request an Electronic Travel Authorization (eTA)
- Permanent Residence (PR)
    - Apply to immigrate in the economic class
    - Apply to reunite with family
    - Apply to resettle in Canada as an overseas refugee
    - Request a PR Card, a PR renewal or to Return to Canada
    - Request to renounce PR stats
- Asylum
    - Apply to obtain Asylum status
- Settlement
    - Apply to access Settlement services

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- Citizenship
  - o Apply for Canadian Citizenship as a Permanent Resident
  - o Request proof of Canadian Citizenship
  - o Request to renounce or resume Canadian Citizenship
- Passport
  - o Apply for or renew a passport, as a Canadian Citizen
  - o Apply for a travel document, as a Permanent Resident, Refugee or a Canadian abroad in an emergency situation
  - o Apply for an official passport, as a Canadian Representative
- Other services
  - o Apply for the means to address and overcome certain grounds for inadmissibility
- Account Administration
  - o Apply to create or access an IRCC account in order to use online services
  - o Request a status update on an application or request

6.2 Potential Business Capabilities

DPM P3 will update existing business capabilities and deliver new ones. IRCC envisions the following business capabilities will be required as we transform the client services above. Additionally, new capabilities may also be required.

- **Manage the application journey**
  - o Incorporate and improve IRCC's current capabilities for managing the intake, triaging, and assigning of applications; collaborating on application processing activities; managing business rules; and assessing eligibility and admissibility of applicants against program criteria across all lines of business (see Potential Client Services Scope in section 6.3 below for more information on scope of IRCC's business), so as to improve IRCC's ability to achieve program objectives, uphold program integrity by preventing fraud, and prioritize the safety, security, and health of Canadians.
  - o Introduce new capabilities, including automated and virtual where appropriate, to improve the intake and management of applications; to enable automated decision support tools (such as triage protocols or recommendations derived from advanced analytics), where appropriate, thereby allowing officers to focus on higher risk, more complex cases; to manage post-decision activities; to identify, track, assess need, and engage initial and ongoing client service, including for scheduling tests, interviews, hearings, and ceremonies.

- **Manage the client relationship and experience**
  - o Incorporate and improve IRCC's current capabilities, and introduce new ones, including by leveraging automation where appropriate, for better managing the relationship with clients and improving the client experience so that processes are more intuitive, transparent, and user friendly.
  - o Such capabilities will include stakeholder awareness management (i.e., disseminating information designed to increase the public's and stakeholder's awareness of programs and services that they are potentially eligible to receive, and providing guidance about services and application processes); providing more proactive and customized communication with clients, including with respect to application status; providing in-person, mail, voice, e-mail, mobile, and web-based service channels and to make services available across additional channels (such as social media and at kiosks), and further, that the same information is available regardless of which channel stakeholders choose to use; providing more options for self-service; enabling mobile device

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functionalities; and enabling online appointment booking. IRCC also seeks to improve its capabilities for anticipating and understanding client needs and pain points in advance, as well as for addressing complaints.

- **Manage workforce and workloads, employee experience**
  - Incorporate and improve current capabilities, and introduce new ones, to better manage tasks and workloads, including by distributing, assigning, coordinating, sequencing and monitoring work and tasks, and by better forecasting, assessing and prioritizing the work items involved with service delivery. This could include automating routine and straightforward tasks in a manner that supports more timely processing, manages risk, and safeguards against unintended bias.
  - In addition, capabilities would include enabling and managing a virtual workforce and improving the employee experience through a more modern digital toolset and integrated learning system, in turn contributing to making IRCC an employer of choice for its use of state-of-the-art work tools, culture of innovation and learning, comprehensive commitment to equity and change management, and reputation as a leader in digital government.

- **Inventory management**
  - Incorporate and improve current capabilities, and introduce new ones, to monitor and manage application inventories across business lines and at all stages of processing, including automating and enabling adjustable business management levers of inventories to align with business requirements (such as those relating to meeting targets or demand-driven volumes), and enabling real-time and consistent reporting of application processing and the status of inventories.

- **Analyze and derive insights to inform decision-making and program management**
  - Incorporate and improve current capabilities, and introduce new ones, to gather and derive knowledge from data and information, and to analyze and leverage it to support business decision making, including the development and updating of policies and programs. This could include the ability to analyze information to identify patterns, recognize trends or to extract insights.

- **Leverage data and manage the information life-cycle**
  - Incorporate and improve current capabilities, and introduce new ones, for the management, use, access to, and sharing (as appropriate) of data in an organization defined by privacy-compliant, secure, and interoperable data operations; and where non-experts can make better use of data in their various roles and experts have accessible and powerful tools to support IRCC's objectives.
  - This capability will include the planning; collection, creation, receipt, and capture of information; its organization; its use and dissemination; its maintenance, protection and preservation; its disposition; and its evaluation.

- **Integrated identity and authentication management**
  - Incorporate and improve current capabilities (such as biometrics), and introduce new ones, to ensure that IRCC's digital services are built around people, not transactions (i.e., the question "Who is this person?" will always come before "What is this person applying for?"). This will include enabling authentication of individuals across all business lines, where identity information provided by clients can be verified and validated at the highest level of assurance upon initial receipt, then leveraged to facilitate a "tell us once" approach for future interactions with the Department (including as part of temporary and

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permanent resident, citizenship, and passport services). Digital documents can be managed and identity fraud prevented.

- **Performance management**
  o Incorporate and improve current capabilities, and introduce new ones, to monitor and report on service standards, processing times, quality assurance, and workforce capacity.

- **Enhanced cooperation with partners**
  o Incorporate and improve current capabilities, and introduce new ones, to ensure that IRCC has the ability to manage interactions with stakeholders across channels, and that IRCC business processes and data, as appropriate, proactively support partners and stakeholders to perform their roles in effective migration management, and that partner information is available in a timely way to IRCC to support its own processes.

- **Manage payments**
  o Incorporate and improve current capabilities, and introduce new ones, including automation where appropriate, to receive, allocate, and process payments, and prevent payment fraud.

6.3 Potential Technical Capabilities

It is envisioned that DPM P3 will deliver the following technical capabilities:
- Identity Proofing & Affirmation - Capabilities providing confidence in the genuine existence and presence of the identity owners, and affirmation of identity claims.
- Identity and Access Management - Security capabilities that enable the right individuals to access the right resources at the right times for the right reasons.
- Client Interaction Systems – Interfaces and portals across a range of channels to manage all interactions with clients.
- Business Processing Solutions - Capabilities for orchestrating and monitoring end-to-end business processes, workflow management capabilities, a case management system and capabilities to automate business processes and decision making.
- Information Management – Knowledge, Information and Document Management capabilities to support business processes and decision support.
- Hybrid Integration Platform – Leveraging IRCC toolsets, implement a framework of on-premises and cloud-based integration and governance capabilities that support a wide range of integration use cases; usually implemented by assembling a variety of technology building blocks, from one or more providers, which are managed as a cohesive, federated and integrated whole.
- Data Analytics and Business Intelligence - A digital platform to enable systematic, sustained action to plan, select, deploy and manage analytics technologies that will deliver business outcomes and business value.
  Flexibility to adjust business rules, targets, demands, and all parameters without reliance on IT to perform a software/database release. Expose as many business rules as possible to increase system flexibility and reduce IT intervention.

6.4   Potential Mandatory Requirements

- All data at rest must reside in Canada.
- All data, including derived data and service management data, are the property of the Government of Canada.
- All data infrastructure components for the DPM system must reside in Canada.
- Off-site storage must be housed within secure approved location(s) in Canada.

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- All DPM communications and transactions sent from users located in Canada or abroad to other users located in Canada or abroad must travel through appropriately secured networks. No data in transit will be saved or stored between the starting and end-point.
- The system must support, at minimum, a Protected B, Medium Assurance and Medium Availability (PBMM) Security Profile.
- ITSG-33 security requirements and controls will be defined in collaboration with Qualified Suppliers during the RRR Phase. An overview of ITSG-33 can be found here: https://cyber.gc.ca/en/guidance/overview-itsg-33.
- Any cloud requirements must adhere to: Government of Canada Security Control Profile for Cloud-based GC Services - Canada.ca.
- The system must support the European Accessibility Standard for ICT Products and Services (EN 301 549).

7. SECURITY REQUIREMENTS

7.1 No Security Requirements Associated With This RFI

There are no security requirements associated with this RFI.

7.2 Future Procurement Actions

Any future procurement actions may also include expanded security requirements as mandatory criteria for contract award.

7.3 Additional Information Concerning Security Requirements

Additional information concerning security requirements governing domestic contracts may be found on the Canadian Industrial Security Directorate (CISD) web site at: https://www.tpsgc-pwgsc.gc.ca/esc-src/index-eng.html

7.4 Foreign Subcontractors

Suppliers should be aware that where the use of a foreign subcontractor is contemplated to supply any component that is deemed to have a security marking, security requirements will apply to that subcontractor. The prime contractor must report a subcontract to the Industrial Security Program (ISP) for approval when there are security requirements.

The ISP will verify and confirm the security status of foreign organizations before a supplier can enter into any commercial commitment. In addition, the supplier must obtain release authorization from the ISP before transferring any sensitive information to a foreign organization or arranging visits.

Currently, the ISP has international bilateral industrial security instruments with the countries listed on the following PSPC Web site: International contract security requirements – Security requirements for contracting with the Government of Canada – Canada.ca (tpsgc-pwgsc.gc.ca)

The proposed solution must handle information classified at PROTECTED B level as per the Government of Canada Information Management Classification Standards. The information handled will include personal, medical and other sensitive information.

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Unauthorized disclosure could cause serious injury to individuals; and depending on the nature of the disclosure, a confidentiality compromise could discredit IRCC and/or the government of the day.
The proposed solution must ensure that all data systems, connectivity and telecommunication methods, data transfers, reports, physical locations and individuals with access to systems and/or data, and handling of all PROTECTED B information meets the following privacy and security policies and legislation:

A. *The Privacy Act* https://laws-lois.justice.gc.ca/eng/acts/p-21/
B. *Personal Information Protection and Electronic Documents Act* https://laws-lois.justice.gc.ca/eng/acts/p-8.6/
C. Policy on Government Security https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578
D. Operational Security Standard: Management of Information Technology Security (MITS) https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12329
F. IT Policy for Electronic Data Residency https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/direction-electronic-data-residency.html
G. All other applicable Federal, Provincial and/or Territorial privacy and security legislation and/or regulations. In the event that policies, codes and/or other relevant governmental standards overlap, the solution must adhere to the most rigorous standard described.

8   SECURITY CLEARANCE

8.1 Security Clearance Certification

A security clearance is a certification that is granted by the respective domestic Industrial Security Program of a Supplier. Security requirements will be set out in the Request for Proposal (RFP). As the requirement is refined, Canada will finalize the Vendor Security Profile requirements, however Canada currently anticipates that Successful Suppliers and/or Bidders will require the following:

8.1.1   Up to Secret Clearance from Canada for any Successful Supplier and/or Bidder who will have access to any Sensitive Information (or for foreign Supplier and/or Bidder, a Secret Clearance from their respective domestic industrial security program);

8.1.2   Designated Organization Screening (DOS) / Facility Security Clearance (FSC) and Document Safeguarding Capability (DSC) from their respective domestic Industrial Security Program for the facility at which the Successful Supplier and/or Bidder intends to use, store and produce Sensitive Information; and

8.1.3   Information Technology Security capability approved by their respective domestic Industrial Security Program for the facility at which the successful Supplier and/or Bidder intends to use and store Sensitive Information, in order for the Successful Supplier and/or Bidder to be able to process, store or transmit Sensitive Information electronically.

8.2 Service Providers

Service providers should expect that some personnel assigned to participate in the work will be required to be security cleared up to Secret.

Service providers are advised that works and services to be carried out for the solution may be accompanied by special security measures and may be subject to national security constraints. Consequently, successful suppliers and bidders will be required to accept the conditions set out in future

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request documents relating to national security and national interest, which requires vetting and security checks for designated individuals involved in the initiative. Service providers should anticipate that there will be stringent requirements and the absolute need to comply with them.

Canada currently expects that any resulting contract may require some or all of the following contractual obligations and restrictions:

8.2.1   Individuals employed by the service provider, who are required to work with the design of the solution or visit some of the government sites, must have Secret clearance;

8.2.2   All persons performing service provider duties under the initiative must have a security clearance at the appropriate level. Accordingly, the service provider must ensure that the appropriate personnel have the required security clearance levels, and the service provider must ensure that security clearances for its personnel are processed in advance so that they are in place when required; and

8.2.3   Security requirements and protocols will exist to ensure that sensitive information and ownership in the control of the service provider, the facility, and the initiative are not acquired by any person who does not have appropriate security clearances as a result of any assignment, transfer, or disposition by the service provider, change in control of the service provider, exercise of remedies by lenders, or otherwise.

8.3 Requirements

Security clearances (issued by CISD) will allow service providers to work on GOC premises and have access to confidential or sensitive information if/as required. GOC Security Policy requires that individuals undergo a personnel screening process if their duties or tasks necessitate access to Classified/Protected information and assets. Service providers must be sponsored by a representative from GOC in order to start the process of obtaining or upgrading a security clearance directly in support of the initiative and can send enquiries to the Contracting Authority.

Early submission of all applications for security clearances is strongly encouraged. Service providers are strongly encouraged to submit applications for security clearances for all key individuals and any other persons who may be required during the implementation phases to have access to sensitive information and/or access to secured sites.

Similar processes apply, with variances, to all of the countries with which Canada has bilateral security instruments. We encourage foreign suppliers to research the requirements of their own domestic industrial security programs to discover whether they are eligible to meet these requirements, and what the specific procedures that apply to their country might be. As mentioned, early submission is strongly encouraged.

Procurements will not be delayed in order to provide time for service providers to obtain required security clearances.

9. ANTICIPATED DATA SOVEREIGNTY

The protection of information, from a privacy and security perspective, is core to the integrity of government programs, which underpins confidence in Canada. All information managed by Canada requires protection, including information published publicly in order to appropriately protect the confidentiality, integrity and availability of the information. DPM P3 will process information up to and

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including Protected B and it is incumbent that the work incorporates the appropriate controls in order to safeguard the interests of Canada and those of its partners to this level of security. No information above Protected B is anticipated to be processed by DPM P3.

Furthermore, security controls, which ensure the confidentiality, integrity and availability of the work, are imperative requirements for DPM P3, as Canadians expect Canada to take all appropriate measures to protect personal and sensitive information.

Therefore, DPM P3 services and infrastructure are anticipated to be established within the geographic boundaries of Canada. Stringent contractual and technical measures must be put in place to ensure that government information is secured at all times, at rest and in motion, through encryption protection and is only accessed by those authorized to access the infrastructure for those purposes approved by DPM P3.

10. PRIVACY

The solution will be required to ensure that information is accessible only to those authorized. The solution will be required to comply with the statutory obligations under the *Privacy Act* and the *Access to Information Act*.

11. NATIONAL SECURITY EXEMPTION / LEGITIMATE OBJECTIVES EXCEPTIONS

In order to protect the sovereignty of its data, and to protect the national interest, Canada may invoke its right under national and international trade agreements to use a National Security Exception (NSE) for this procurement.

An NSE allows Canada to remove a procurement from some or all of the obligations of the relevant trade agreement where Canada considers it necessary to do so in order to protect its national security or other related interests specified in the text of the national security exceptions;

OR

In order to protect the sovereignty of its data, and to protect the national interest, Canada may invoke its right under national and international trade agreements to deviate from the obligations under those agreements in specific circumstances where measures are necessary in order to achieve certain legitimate exceptions.

12. OFFICIAL LANGUAGES

Any future contract for DPM P3 will require all user interfaces and related documentation for client, employees and administrators to be in both of Canada's official languages, English and French.

13. INTELLECTUAL PROPERTY RIGHTS

Any future procurement action for DPM P3 will contain provisions awarding to the Government of Canada ownership of the intellectual property rights to foreground information and a license to intellectual property rights to background information.

14. SUPPLY CHAIN INTEGRITY

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As a part of any subsequent procurement process, Canada may assess Supply Chain Integrity for DPM P3 to ensure the protection of its National Security interests. It is anticipated that any successful bidder may have to successfully satisfy a Supply Chain Integrity Assessment as a condition precedent to contract award. More information on this process can be found here:
https://cyber.gc.ca/en/guidance/technology-supply-chain-guidelines-tscg-01

15. ACCESSIBILTY

Canada intends to incorporate accessibility requirements in any subsequent procurement process for DPM P3. The Accessibility Strategy for the Public Service of Canada outlines how the vision of the GOC being the most accessible and inclusive public service in the world and how the guiding principles of nothing without us, collaboration, sustainability, and transparency are to be implemented. The Accessible Canada Act was enacted into law in order to enhance the full and equal participation of all persons, especially persons with disabilities, in society. This is to be achieved through the realization, within the purview of matters coming within the legislative authority of Parliament, of a Canada without barriers, particularly by the identification, removal and prevention of barriers.

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PART IV: Questions to Industry

16. RESPONSES FROM INDUSTRY

16.1   Company Background

16.1.1   Provide a short description of your firm and the types of services and products it provides, as well as a high-level overview of some of the projects that your firm has completed within the last 5 years that are relevant to DPM P3. Please limit this response to 5 pages or less.

16.1.2   Provide information on your firm's facilities and locations and on whether you foresee any barriers to your firm attaining the security levels stipulated in this document.

16.2   Sourcing Model - Implementation

16.2.1   What sourcing model should Canada consider for the implementation of DPM P3 and how best to support the implementation of business change along with the introduction of a modern platform (e.g. single systems integrator; multiple systems integrators; transformation partner etc.)? Do you have any recommendations related to an "oversight" function that should be put in place related to Programme Delivery and Vendor Management?

16.2.2   What would be the roles for the supplier(s)? What roles should be retained by the GOC?

16.2.3   Please provide relevant example(s) of projects you have worked on where this model was successful and why. Please provide a short outline on the background of the project (purpose, size, duration).

16.2.4   What are the lessons learned, risks and mitigations of your recommended model?

16.2.5   What supplier partnering models do you recommend and why (e.g. Primary Supplier, Joint Venture, etc.)?

16.2.6   What should be the minimum term of the contract based on your experience with similar digital transformations of this scope and magnitude? What is the rationale?

16.2.7   What should be the revenue model for the contract? Should the model include service credits and / or service incentives?

16.2.8   What contract terms and mechanisms should be in place to ensure business continuity and a smooth transition at the end of the contract?

16.3   Sourcing Model – On-going Support

16.3.1   What should Canada consider when determining the on-going support model of DPM P3 and why?

16.3.2   Do you have any comments on the support model related to Legacy Systems? What role should the DPM P3 vendor play with regards to Legacy Systems?

16.3.3   With respect to the support of the new platform and the Legacy Systems, what would be the roles for the supplier(s)? What roles should be retained by the GOC?

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16.3.4   Please provide example(s) where this model was successful and why.

16.3.5   What are the risks and mitigations of your recommended model?

16.3.6   What supplier partnering models do you recommend and why (e.g. Primary Supplier, Joint Venture, etc.)?

16.3.7   What should be the minimum term of the contract based on your experience with similar digital transformations of this scope and magnitude? What is the rationale?

16.3.8   What should be the revenue model for the contract? Should the model include service credits and / or service incentives?

16.3.9   What contract terms or other mechanisms should be in place to ensure business continuity and a smooth transition at the end of the contract?

16.4   IT Infrastructure Model

16.4.1   Canada has a "Cloud First" strategy. What infrastructure model would you recommend for DPM P3? Do you have any recommendations on whether it should be a public cloud, or a private cloud? Do you have any recommendations on whether the infrastructure should be in GOC data centres or not? Please provide recent project examples of the type of model implemented for similar organizations. Please provide a short outline on the background of the project (purpose, size, duration).

16.4.2   Do you have any recommendations on the type of cloud model that should be implemented (e.g. Software as a Service; Platform as a Service; Infrastructure as a Service; Hybrid Model)?

16.4.3   What are the key cost, security and service management considerations that Canada should consider based on your recommended IT Infrastructure Model?

16.4.4   What are the lessons learned, risks and mitigations of your recommended IT Infrastructure Model?

16.4.5   Do you have any recommendation on what steps IRCC can take to ensure the system and data is secure from cyber attacks?

16.5   Business Transformation and Solution Implementation Strategy

16.5.1   Given your current understanding of DPM P3, do you have a strategy on what solution you would propose? If and as applicable, please respond in terms of major solution components (e.g. identity and credential management, case management, workflow automation, data analytics, etc.).

16.5.2   What best practices should IRCC consider to enable architectural flexibility (and to reduce vendor lock-in) for system design and future evolution, empowering the department to make those decisions?

16.5.3   Given your understanding of IRCC, what solution model would you recommend to support the potential full client services scope (e.g. common solutions across all services, multiple integrated solutions) and why?

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16.5.4   What would be your transformation methodology and implementation strategy to implementing the new DPM P3 digital platform?

16.5.5   How and when would you transition off legacy systems?

16.5.6   Given your experience with similar initiatives, what input do you have on the amount of business change that IRCC may undergo? What is your recommended approach on how to manage this change?

16.5.7   Can you provide case studies, best practices, lessons learned and risks related to how Canada should plan to implement DPM P3?

16.5.8   Do you have any recommendations on how the RRR or RFP evaluation process could be structured to shorten the overall implementation timelines and / or to lower overall programme delivery risk (e.g. Bidders propose a solution architecture that gets evaluated? Bidders develop a prototype during RRR or the RFP process? Other ideas?)?

16.5.9   Do you have any recommendations on how to structure the implementation strategy to deliver early benefits? Please provide examples on how this has been done in similar large scale transformations.

16.5.10 Do you have any recommendations on the data migration strategy, and steps IRCC should take to prepare data for the migration?

16.6   Business Requirements and Technology Innovation

16.6.1   Do you have any comments on the Programme objectives, expected outcomes and scope as outlined in this document?

16.6.2   Are there any "potential requirements" noted in this document that concern you? What risks do these requirements present, and how would you mitigate them?

16.6.3   Early fraud detection is a key outcome of the DPM programme. Do you have any recommendations on how IRCC can achieve this outcome?

16.6.4   What level of current state and requirement definition detail would you expect to see in the RFP Statement of Requirements in order to properly cost your proposal?

16.6.5   After contract award, how do you envision working with Canada to further define and implement the detailed business process and configuration requirements?

16.6.6   A key objective is to implement a system which is flexible to allow for business, technology and integration changes to be made quickly, with limited cost impacts and with limited involvement of the IT support organization. What strategies and contract terms and mechanisms can be put in place to achieve this objective?

16.6.7   What contracting approach would you propose to ensure that Canada benefits from an updated and innovative solution throughout the entire contract period?

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16.7   Limitation of Liability / Intellectual Property

16.7.1   What are your views on the Limitations of Liability clauses that should be put into the contract for Implementation Services? Can you provide examples of what terms were used for similar projects?

16.7.2   What are your views on the Limitations of Liability clauses that should be put into the contract for On-going Support Services? Can you provide examples of what terms were used for similar projects?

16.7.3   What are your views on the Intellectual Property clauses that should be put into the contract? Can you provide examples of what terms were used for similar projects?

16.8   Security

16.8.1   What is your feedback on the contemplated security requirements set out in this RFI? Please ensure that your response identifies, but is not limited to, any issues, concerns or recommendations with respect to the security requirements.

16.8.2   How would you address aggregation of information and mitigating this risk?

16.8.3   Please advise Canada of any concerns you may have with the inclusion of Supply Chain Integrity Provisions for this requirement.

16.9   Social Procurement

Personal Information

16.9.1   Do you want to voluntarily self-identify as a Canadian business [1] owner (at least 51% ownership of the business) belonging to a diverse population [2] group?

   1) Yes (If yes, go to the next question)
   2) No (If no, skip to question 16.9.3)

16.9.2   If yes, please check all that apply from the list of diverse population group(s) and complete Annex F, herein:
   _ business owned by gender:
         _ Female
         _ Male
         _ Another gender
   _ business owned by a person with disability
   _ business owned by person who identifies as LGBTQ2

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[1] **Canadian business** means a business carried on in Canada that has: (a) a place of business in Canada, (b) an individual or individuals in Canada who are employed or self-employed in connection with the business, and (c) assets in Canada used in carrying on the business; (entreprise canadienne) Investment Canada Act, https://www.ic.gc.ca/eic/site/ica-lic.nsf/eng/home

[2] "Diverse population group" is a term used by Statistic Canada: Gender, diversity and inclusion statistics (statcan.gc.ca)

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_ business owned by racial or cultural groups:
- _ Arab
- _ Black
- _ Chinese
- _ Filipino
- _ Japanese
- _ Korean
- _ Latin American
- _ South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)
- _ Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)
- _ West Asian (e.g. Iranian, Afghan, etc.)
- _ White
- _ Other
- _Prefer not to answer

16.9.3   Do you want to voluntarily self-identify your business as a social purpose organization [3] or social enterprise?
1) Yes
2) No
3) Prefer not to Answer

Social Benefit

16.9.4   Social benefit criteria refer to measures that can be included in a federal procurement instrument requiring suppliers to provide socio-economic benefits to the Canadian population as a procurement outcome. These social benefits can be evaluated in a procurement opportunity through point rated criteria or as a mandatory requirement. Examples of social benefit criteria include the employment of individuals from underrepresented groups, workforce and skills development, co-op programs, scholarships and research funding.

Social benefits criteria can include but are not limited to:

Employment
- Increase work force participation of underrepresented group members through employment and who will be performing work under the contract; or Increase the diversity of the supplier's workforce;
- Employment opportunities created in remote communities.

Skills development
- Train individuals from underrepresented groups so that they can perform work under the contract;
- Develop or use existing apprenticeship program to enable skill development;
- Investment in underrepresented group members' skills by working with post-secondary institutions to hire through Co-op work terms or internships programs;
- Provide scholarships or bursaries for underrepresented group members.

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[3] Social Purpose organization: is an organization that seeks to advance a social, cultural or environmental mission. Social enterprise: seeks to achieve social, cultural or environmental aims through the sale of goods and services.

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Subcontracting

- Subcontract to underrepresented suppliers or social enterprises.

Corporate behaviours

- Requesting the development, or the demonstration, of the supplier's commitment to diversity and inclusion through corporate policies, awareness sessions, etc.;
- Develop research funding for topic related to diversity and inclusion.

Which of the following social benefits could your business demonstrate within a contract? Please select all that apply.

_ Social benefit – employment
_ Social benefit – training
_ Social benefit – apprenticeship
_ Social benefit – internship
_ Social benefit – education
_ Social benefit – subcontracting opportunities
_ Social benefit – community
_ Social benefit – other (please specify)

Diversity and Inclusion Initiatives

16.9.5 Does your business have a policy or program to support diversity and inclusion? These can include corporate social responsibility activities, ethical and/or sustainable procurement, or the use of methodologies such as Gender Based Analysis Plus (GBA+). For more information on GBA+, consult: https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/resources/action-plan-2016-2020.html

1) Yes (If yes, go to the next question)
2) No (If no, skip to question 16.9.7)

16.9.6 If yes, please describe what policy or program is currently being implemented within your business.

16.9.7 Do you currently conduct business with small and medium enterprises that are owned by a diverse population group(s) within the industry?

1) Yes (If yes, go to the next question)
2) No (If no, skip to question 16.9.9)
3) Don't know

16.9.8 Please describe how do you confirm the ownership of the business? For example, are there certifying bodies that validate business ownership, such as women owned?

16.9.9 How does your company engage or work with diverse population groups or communities? Please elaborate and provide details, including objectives, human resource strategies, and outreach activities.

16.10   Accessibility

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16.10.1 Do you have experience in building, developing and integrating products/solutions/services that meet one or more of the standards below?

> 1) Yes (If yes, go to the next question)
> 2) No (If no, skip to question 16.10.3)

16.10.2 If yes, please select from list below. Provide supporting documentation if available, e.g. Voluntary Product Accessibility Template (VPAT®).

- EN 301 549 V2.1.2 (2018-08) Harmonised European Standard Accessibility requirements for ICT products and services (English only)
- United States Revised Section 508 (English only)
- Web Content Accessibility Guidelines (WCAG) 2.1 (English only)
- Web Content Accessibility Guidelines (WCAG) 2.0

16.10.3 How do you demonstrate conformance with the Information and Communications Technologies (ICT) accessibility standard(s)? Please select all that apply:

- A combination of: Manual, automatic and user testing
- Manual testing only
- Automatic testing only
- User testing only
- Hiring a Third Party Consultant to perform end-to-end testing and they provided an Accessibility
- Conformance Report based on the VPAT® template which shows conformance.
- Having an accessibility specialist as a member of your team, who performed end-to-end testing and they provided an Accessibility Conformance Report based on the VPAT® template which shows conformance.
- Other (please describe).

16.10.4 Have you built ICT accessibility standards into the design, testing and upgrades of a previously delivered solution?

> 1) Yes (If yes, go to the next question)
> 2) No (If no, go to question 16.10.6)

16.10.5 If yes, please detail how building ICT accessibility standards into the design, testing and upgrades of a previously delivered solution was achieved.

16.10.6 If no, why have you not built ICT accessibility standards into the design, testing and upgrades of a previously delivered solution?

16.10.7 Do you have any concerns if Canada included mandatory evaluation criteria related to industry Information Communications Technology (ICT) accessibility standard(s) (e.g. the EN 301 549 (2018) which includes WCAG 2.1), in the RFP?

> 1) Yes (if yes, go to next question)
> 2) No (if no, go to question 16.10.9)

16.10.8 Please provide an explanation of why you might have concerns.

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16.10.9 Please provide an explanation of why you don't have any concerns.

16.10.10   Please identify potential areas of development, manufacturing and/or project delivery that leverage environmentally friendly standards and/or processes including Accessibility Strategy for the Public Service. For more information, please consult the Green Procurement Policy and Accessibility Strategy for Public Service.

16.11   Indigenous Business Participation

16.11.1 Is there capacity within the Indigenous business community to provide a solution to fulfil the requirements of the Digital Platform Modernization in full or in part?

    1)   Yes, in full (if yes, go to next question)
    2)   Yes, in part. (if yes, go to next question)
    3)   No, there is no capacity (if no, then skip to question 16.11.3)

16.11.2 If yes, in full or in part, please detail the reasoning why there is capacity.

16.11.3 If no, please detail the reasoning why there is no capacity.

16.11.4 Where does your company see an opportunity to include local Indigenous participation within the activities described herein?

16.11.5 Does your company have experience working with Indigenous businesses?

    1)   Yes (If yes, go to the next question)
    2)   No (If no, go to question 16.11.17)

16.11.6 If yes, please elaborate and provide details, including objectives, human resource strategies, and outreach activities.

Other

16.11.7 What mechanisms could be put in place as part of the RFP evaluation process to promote socio economic benefits to Canadians, beyond improving the effectiveness and efficiency of the public service workforce. (e.g. Services performed by Indigenous firms; small to medium enterprises; women-owned businesses, etc.)?

16.11.8 If your company was awarded a contract to provide Canada with a solution for DPM P3, describe how your company would leverage the opportunity to create jobs or economic growth for Canada?

16.12   Qualification Criteria

16.12.1 What qualification criteria should Canada consider for the recommended solution models discussed in section 16.2?

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16.12.2 What project references do you recommend as part of the evaluation process? References for the Prime Supplier or Joint Venture only? For affiliates? For sub-contractors? Other?

16.12.3 Canada is considering that Qualified Suppliers develop a solution proof of concept ("show me") as part of the RFP evaluation process. Do you have experience with this type of evaluation approach? If so, please describe the process used and what the evaluation criteria were. Do you have any comments on the time and cost investment vs. benefit of this approach?

16.13   Case Studies and Lessons Learned

16.13.1 Please provide any information from similar projects that Canada can use as inputs to estimate Programme duration, cost and effort?

16.14   Other Questions and Comments

16.14.1 Do you have any other comments on this RFI or the procurement approach described herein?

16.14.2 Do you have any additional comments that Canada should consider at this time?

16.14.3 If Canada invokes the National Security Exception to remove the procurement from the International Trade Agreements, then the Canadian Content Policy would be applicable (https://buyandsell.gc.ca/policy-and-guidelines/supply-manual/section/3/130). Are you able to meet the requirements to be considered a Canadian Service?

16.14.4 Given the principles and other considerations shared in this RFI, can you share other observations and key success factors that Canada can use to guide the approach and planning project?

16.14.5 Please provide additional comments not previously addressed regarding the DPM P3 program and procurement process.

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ANNEX A: GLOSSARY

Acronym	Description
CBSA	Canada Border Services Agency
CISD	Canadian Industrial Security Directorate
DPM	Digital Platform Modernization
DSC	Document Safeguarding Capability
ESDC	Employment and Social Development Canada
FM	Fairness Monitor
FSC	Facility Security Clearance
GAC	Global Affairs Canada
GCMS	Global Case Management System
GOC	Government of Canada
IRCC	Immigration, Refugees, and Citizenship Canada
IRIS	Integrated Retrieval Information System
IRPA	Immigration and Refugee Protection Act
ISO	International Standards Organization
ISP	Industry Security Program
IT	Information Technology
ITQ	Intent to Qualify
NSE	National Security Exception
OGD	Other Government Department
PDF	Portable Document Format
PSPC	Public Services and Procurement Canada
RCMP	Royal Canadian Mounted Police
RFI	Request for Information
RFP	Request for Proposal
RRR	Review and Refine Requirements
SOR	Statement of Requirements

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ANNEX B: DIGITAL PLATFORM MODERNIZATION OVERVIEW

1.   Immigration in Canada
2.   Immigration, Refugees, and Citizenship Canada Overview
3.   Operating Context
4.   Service Delivery Today and the Need for Modernization
5.   IRCC Systems Today
6.   Digital Platform Modernization

1.   Immigration in Canada

For over a century, immigration has been a means to support population, economic, and cultural growth in Canada. Millions of eligible people from around the world have chosen to reside in Canada and make it their new home. Whether seeking better economic opportunities, reuniting with family members, or seeking protection as resettled refugees or other protected persons, newcomers to Canada have been a major source of ongoing growth and prosperity. Along with those who migrate to Canada permanently, many individuals come to Canada to stay temporarily, whether as a visitor, international student or a temporary foreign worker. Regardless of their pathway into Canada, newcomers contribute in a meaningful way to Canada's economy, support the success and growth of various industries, and contribute to Canada's diversity and multiculturalism.

Canadian communities experience the benefits of immigration due in large part to the concerted efforts of the GOC, together with provincial and territorial governments and other partners, to make Canada a "destination of choice" for those seeking to visit, study, work, or to settle permanently. In recent years, the GOC has increased annual admissions of permanent residents to historically high levels, created new programs to attract and retain skilled workers in rural communities, reunited families, resettled refugees, and has prioritized the attraction of international students and their retention post-graduation. Canada seeks to remain a destination of choice and to leverage its migration system to maximum advantage for Canadians.

2.   Immigration, Refugees, and Citizenship Canada Overview

IRCC's mandate comes from the Department of Citizenship and Immigration Act. The Minister for Immigration, Refugees, and Citizenship Canada is responsible for the Citizenship Act of 1977 and shares responsibility with the Minister of Public Safety for the Immigration and Refugee Protection Act (IRPA). Effective July 2, 2013, primary responsibility for Passport Canada and the administration of the Canadian Passport Order and the Order Respecting the Issuance of Diplomatic and Special Passports moved from the Department of Foreign Affairs and International Trade to IRCC.

Mandate

Immigration, Refugees and Citizenship Canada selects and welcomes, as permanent and temporary residents, foreign nationals whose skills contribute to Canadian prosperity. It also reunites family members, for example through the provision of sponsorship programs. The Department maintains Canada's humanitarian tradition by welcoming refugees and other people in need of protection. In collaboration with its federal partners, IRCC conducts the screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. IRCC is responsible for the issuance and control of Canadian passports and other travel documents that facilitate the travel of Canadian citizens, permanent residents and protected persons.

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Lastly, the Department builds a stronger Canada by helping all newcomers settle and integrate into Canadian society and the economy, and by encouraging, granting and providing proof of Canadian citizenship. IRCC offers its many programs either directly or through contract, grant or contribution agreement, or in partnership with other government departments. Immigration services are offered on the IRCC website, on the telephone, as well as at 25 in-Canada points of service and 61 points of service in 50 countries. As of November 2018, there were 152 visa application centres in 103 countries, 133 application support centres in the United States, and a panel physicians network operating around the world. Settlement and integration services are offered through a network of over 500 service provider organizations across Canada. Itinerant services are also available for clients in communities throughout Canada without a local IRCC office, specifically for Citizenship grant processing and Permanent Resident confirmations (approximately 39 communities were served via itinerant services prior to COVID).

The Department also works with Employment and Social Development Canada as its principal domestic passport service delivery partner, leveraging the latter's extensive network of passport processing centres and walk-in sites (34 passport offices and 308 Service Canada sites). IRCC also partners with Global Affairs Canada, which provides passport services abroad in 206 different locations.

Provinces and territories are also key partners. Because immigration is a shared responsibility between federal and provincial/territorial governments, engagement with provincial and territorial partners is critical to the effective delivery of the Department's mandate. IRCC engages with provinces and territories regularly, both multilaterally and bilaterally. Working collaboratively, federal, provincial, and territorial governments aim to leverage immigration as a means to grow the economy and address regional labour market demands. The federal government is responsible for federal economic immigration, family class immigration, refugees, protected persons, and assessing the admissibility of all cases. Provincial and territorial governments are responsible for nominations under the Provincial Nominee Program. Immigration-related matters with Quebec are unique and governed by the Canada-Quebec Accord, which specifies that Quebec is responsible for, among other things, establishing economic immigration programs, the selection of immigrants under those programs and of resettled refugees, and the delivery of settlement and integration services in the province.

3.   Operating Context

Immigration, Refugees and Citizenship Canada (IRCC) has Immigration, Citizenship and Passport Programs through which it interacts with millions of individuals seeking temporary or permanent resident entry into Canada as well as those seeking Canadian Citizenship or Canadians requiring proof of their citizenship or replacement citizenship certificates. IRCC is the program owner for Passport, with ESDC (in Canada) and GAC (abroad) as service delivery partners providing passports or other travel documents to Canadians domestically and abroad.

The Department's operating context is defined in part by a number of competing pressures, notably: responding to domestic labour market demands and an increasingly mobile work force; contributing to overall economic growth; and addressing efforts to streamline service delivery and enhance the client experience, while responding to increasingly complex safety and security challenges. This context is also defined by regular and extensive engagement with federal partners, provinces and territories, as well as other stakeholders on a variety of key immigration-related topics, such as immigration levels planning, economic immigration, and settlement and integration of newcomers, including refugees and protected persons.

In recent years, the Department has experienced significant increases in some of its most important lines of business as many around the world seek to enter Canada temporarily or permanently, and as increasing numbers of eligible permanent residents seek to become Canadian citizens. IRCC's challenge

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is to effectively manage these requests to enter and remain in Canada, while working with stakeholders to ensure that newcomers have the best opportunities to succeed and that the Canadian economy and society reap the benefits of newcomer success.

Over the past 18 months, COVID-19 has had an indelible impact on Canadians and the clients IRCC serves. While in many respects the pandemic has challenged the Department to meet immigration targets and to facilitate the entry of foreign nationals to Canada, it has also spurred on major innovation in how it delivers services. Some of these innovations are outlined below.

Additional information about the role immigration plays in Canada, IRCC's mandate and organizational structure, and current operating context, including admissions in lines of business, can be found on IRCC's website and in online publications, such as:
- 2020 Annual Report to Parliament on Immigration
- Departmental Plan 2020-2021

4.   Service Delivery Today and the Need for Modernization

Increasing volume expectations across all of IRCC's application based business lines has placed significant pressure on not only IRCC's technological capacity, but also its existing business processing model and employees. This continuing demand placed on the Department requires IRCC to enhance and expand client service delivery while seeking to maintain program integrity and efficiency.

The Department depends primarily on the Global Case Management System (GCMS) as a platform for processing all Immigration and Citizenship related applications. GCMS in its current state does not provide adequate capabilities to supportthe department's digital transformation agenda. This has necessitated the development of localized tools outside of GCMS to assist with application processing. The existing legacy design of GCMS constrains programs and inhibits elements such as ease of application review, workload triage, or effective communication with clients.

While the number of digital service channels is growing, there remain several application classes that are limited to paper-based processes, in addition to a sizable inventory of pre-digital paper applications. There is currently a mix of digital and paper-based processes by business line; some of which are mostly paper-based, some mostly digital, while others are a combination of the two. There are also some processes which involve the scanning of applications and documents. Paper application and processing is resource intensive. The client must complete, print and post the paper application and supporting documents, which are then required to be manually received and processed by IRCC staff and stored / archived in physical IRCC facilities. This method of application and processing is no longer conducive to the expectations of clients nor to the production expectations on the sector.

IRCC believes the solution to these challenges is to re-design our business model and business processes while putting in place modern technology that is intuitive to IRCC's capability requirements, incorporating technologies such as Artificial Intelligence-based decision support and advanced data analytics so that routine work is automated, decisions are data driven, and the Department can leverage its human expertise for value-added work.

Modernization represents a significant change for all parts of the organization. The initiative will address dimensions of digital transformation that go beyond technical renewal and will hinge also on modernization of its business culture, service delivery model, regulatory framework and more.

5.   IRCC Systems Today

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Immigration, Refugees   Immigration Réfugiés
and Citizenship Canada   et Citoyenneté Canada
Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information

Solicitation No. - N° de l'invitation   Amd. No. - N° de la modif.   Buyer ID - Id de l'acheteur
B9220-220012/A

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IRCC maintains a suite of applications and technology components with complex business rules and data interdependencies. At the core of the IRCC technology portfolio is the Global Case Management System (GCMS), an integrated and worldwide system used to process applications for citizenship, passport and immigration services.   GCMS was implemented over 20 years ago to serve a specific purpose. Bolt-on custom functions and auxiliary and interdependent applications have been added to the technical landscape, creating an increasingly complex system (see diagram below for a high level overview).
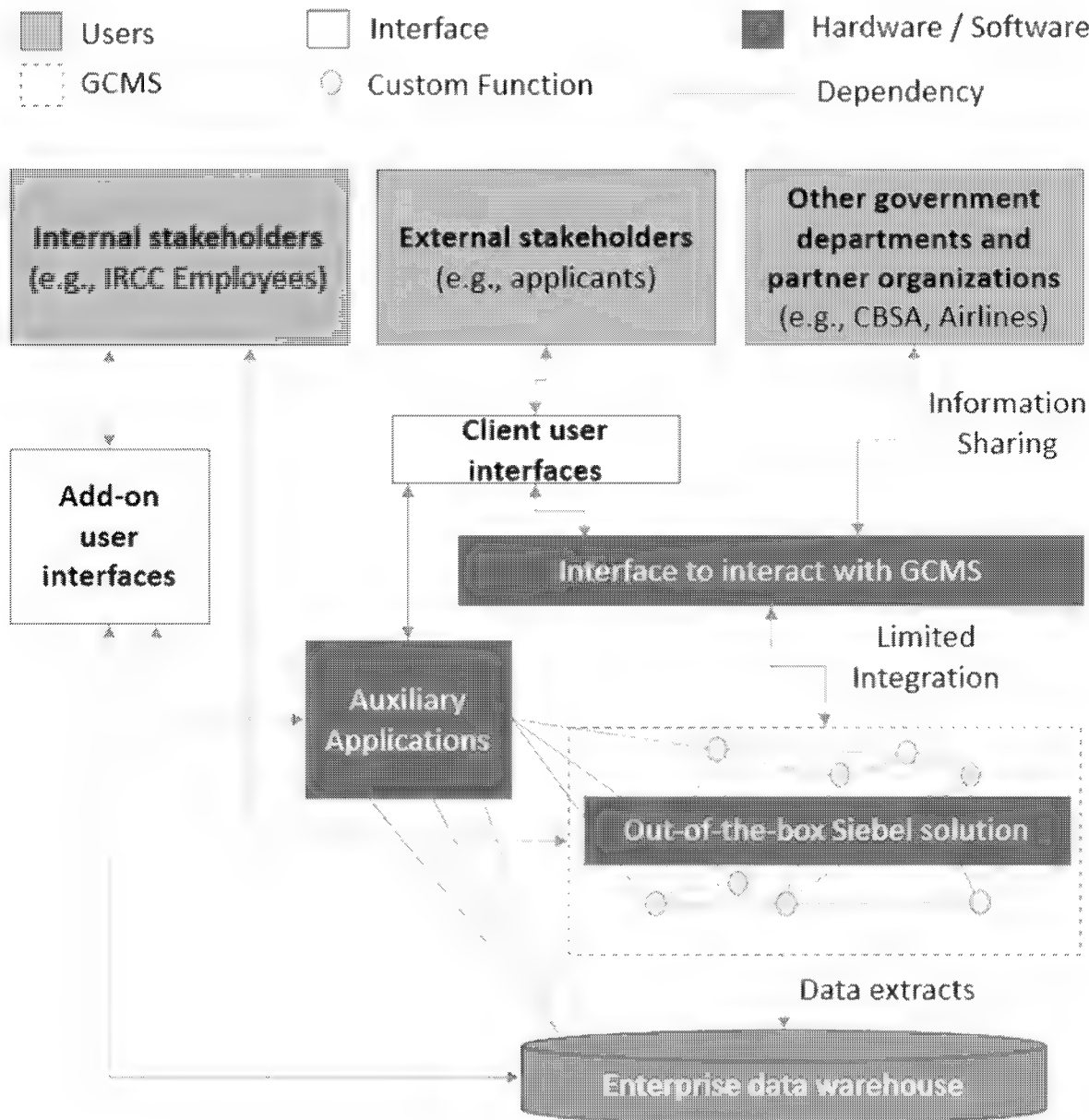
Simplified IRCC Technical Landscape

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GCMS currently:

- holds millions of personal records on Canadians and foreign nationals;
- is used by 20,000 users from IRCC, CBSA, ESDC, GAC, and the RCMP;
- provides 24/7 operations at IRCC offices around the world;
- supports decision-making for visitor visas, study and work permits, permanent residence applications, and citizenship issuance;
- helps IRCC screen and detect security, health, fraud, program integrity risks to Canadians; and
- includes the Integrated Retrieval Information System (IRIS), which is the legacy passport issuance system, and is the repository for all past passport decisions.

It is expected that GCMS will be at the core of IRCC's DPM Phase 3 transformation; however, the following IRCC solution components are also potentially in scope for modernization.

Category	Application Component Listing[1]
Portals and websites:	Separate portals serving applicants, IRCC employees, OGD and partner organizations
Email, Case Management, and ATIP requests	eGems, Access to Information forms, Case Specific Enquiry Tool, Client Status Query, Client Application Status, WebCIMS, Change of Address) used to track and manage client requests and queries
Intake tools and forms	Digital Intake for Permanent Residents, Tempo Intake
Travel Authorization	Electronic Travel Authorization (eTA), Dual Nationals Authorization
Resettlement tracking and management tools	Immigration Contribution Agreement Reporting Environment, Outreach Tracking System, Grants and Contribution System
Citizenship and Passport Management	Citizenship Ceremony Search, Citizenship Tracking, IRIS Legacy Tool
Custom tools to improve operational efficiencies	Chinook for Temporary Resident applicant batch processing
Information portals and tools for applicants and employees	Knowledge Management (KM) repositories and information research tools (e.g., Come to Canada Wizard)
Enterprise Data warehouse (EDW)	Data Warehouse to consolidate data from GCMS and other IRCC and partner systems for reporting and analytics

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Notes:

[1] The list of in-scope components will be updated throughout the definition phase of the project. Subsequent procurement documentation (i.e., ITQ and RFP) may refer to a modified set of components.

Challenges

The GCMS solution and its suite of auxiliary applications is expensive to maintain, as even simple system changes can create significant manual and technical work and delivery delays. Increased demand and the need to support program changes has contributed to increased pressure on operational functions and tested IT systems. While the Department has invested time and resources to ensure that legacy systems continue to support a growing mandate, the Department's IT platform must be renewed in order to support the department's aggressive digital transformation agenda.

IRCC has already undertaken extensive work to transform the Department's numerous business lines, including back-end technology and administrative efficiencies, as well as client-facing tools and service delivery channels. IRCC is also advancing work on digital identity and is recognized as an early adopter and leader in the use of advanced analytics and artificial intelligence.

In many ways, the pandemic accelerated changes that were already underway at IRCC, as the Department's COVID-19 response encouraged innovation and demonstrated the benefits of agility in its programs. For example, the Department:

- began to hold asylum interviews remotely;
- welcomed new Canadians at virtual citizenship ceremonies;
- became the first country in the world to offer citizenship testing online; and
- expanded the ability to submit applications electronically in some permanent residence streams.

Ultimately, COVID-19 disruptions further highlighted the limitations of the current system. This has reinforced the urgency of moving to a fundamentally digital operational model, making Canada's immigration system more nimble to face shifting conditions, and leveraging the full capacity of data and evidence.

6. Digital Platform Modernization

Digital Platform Modernization (DPM), a foundational component of IRCC's broader modernization efforts, is a multi-year investment being delivered through a phased implementation approach that is a best practice and aligned with GOC direction on managing large-scale information technology-enabled projects. DPM will deliver transformation across three consecutive and overlapping phases.

Phases 1 (Stabilize) and 2 (Standardize) are being carried out over three years, beginning with the launch of Phase 1 in December 2020. Phase 2 is expected to launch in late 2021. Together, these phases are

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focused on de-risking and stabilizing legacy systems, reducing technical debt, and establishing secure cloud connectivity. Funding of $131.5 million was provided for Phases 1 and 2.

The work of these phases enables DPM Phase 3 by stabilizing current IT infrastructure and day-to-day operations and systems, IRCC is mitigating the risks involved in continuing to use legacy systems until a new digital platform suite is introduced in DPM Phase 3. Not only is system stabilization providing time until the move to a new digital platform suite, it also provides stand-alone value by reducing system downtime.

DPM Phase 3

DPM P3 is the most complex of the three phases, yet will yield the most significant benefits for Canadians and for IRCC's clients. The transformation scope for DPM P3 is significant, as it includes enterprise-wide policy and program simplification, business process optimization, and technology renewal. IRCC is one of three GOC departments leading an overhaul of core IT systems and transforming to digital-first operations.

DPM will be implemented in an agile, iterative process over the next five years. Each phase will provide multiple deliverables for the next phase. Multiple projects that integrate all transformation levers will be deployed incrementally to deliver immediate business value and cumulatively to deliver an overall digital transformation.

While the IT platform is at the heart of DPM P3, IRCC does not consider this initiative a technical upgrade story. Rather, DPM P3 is a collaborative business transformation journey that will bring IRCC into the digital era and revolutionize the way IRCC does business and delivers services. All told, the DPM P3 initiative has five objectives:

1. Improved client experience;
2. Increased operational efficiencies;
3. Improved applications, data and infrastructure;
4. Enhanced management of programs and program integrity; and
5. Strengthened organizational engagement within IRCC.

The future-state system will deliver benefits to four main groups of beneficiaries. First, IRCC expects that a modern, digital system will ensure that **Canada** continues to be recognized as a global leader in migration. With IRCC's ability to adapt rapidly to shifting conditions and priorities and proactively attract global talent to respond to Canadians' interests, Canada will continue to realize the full economic benefits of migration. Canadians will trust that the system will safeguard their health and safety, and public confidence will be sustained and strengthened through the intelligent, transparent and privacy-sensitive use of data. At the same time, Canadians will also maintain confidence in IRCC's abilities to identify and address unintended bias and disparities in a system focused on delivering the benefits of immigration and diversity.

Second, **clients** will benefit from a system that offers digitally-enabled services, with options available to suit client preferences and needs (online, paper, or in-person), and that provides an accessible, transparent and intuitive application journey and the ability to track their application's progress through access to releasable data in real-time Underlying program structures will be streamlined and presented in a cohesive, intuitive, fair, and empathetic manner across all business lines, so that clients are not lost in a sea of options. Clients will benefit from faster and more accurate service delivery in a system that safeguards against unintended bias and from being able to update and limit use of their personal

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information where appropriate. IRCC will be able to predict and proactively prevent client pain points, from first contact through to settlement and integration.

Third, IRCC's **partners** will benefit. Delivery and security partners will benefit from gaining secure access to tools and data that will speed their work, improve their awareness and enhance their role in Canada's managed migration system. Information will flow more efficiently to support program delivery for other Government of Canada departments, other levels of government and migration third party partners, such as educational institutions and employers.

The fourth beneficiary of this business transformation will be **IRCC** itself, as the harnessing of new digital technologies will yield efficiencies and new tools for staff and decision-makers. Expected benefits include: new technologies and tools for efficiencies and better decision-making; and the ability to automate the distribution of application processing work to the right expert at the right time, based on intelligent triaging rules informed by complexity and risk. Officers' time will be refocused on decisions that require judgement and experience in areas of elevated risk. IRCC will have a secure approach to data, with access to data being privacy-compliant and on a "need to know" basis The ability to better leverage the rich data and information that IRCC collects will support decision-making, policy and program design, reporting, and performance management. IRCC's staff will benefit from: being part of integrated, interdisciplinary, and inclusive teams; from having state-of-the-art work tools; and from being part of a culture of innovation with a commitment to equity and change management. With these assets, IRCC becomes a leader in digital government and is recognized as an employer of choice.

In summary, DPM P3 will enable IRCC's business transformation through the delivery of a new digital platform, with modern capabilities, that will make it possible for all lines of business to reimagine and transform the way they deliver services. Although many of the expected future-state capabilities are outlined above, the full scope of business processes and technology changes that will be implemented as part of Phase 3 are not yet finalized. These changes will be collectively defined by key stakeholders and Qualified Suppliers during the Review and Refine Requirements (RRR) step of the procurement process. To ensure that IRCC's IT system is adequately responsive to a dynamic operational environment and growing client demands, the new digital platform will be built and developed in modules (an ecosystem of systems), rather than one large customized system, as exists now. When modules perform discrete functions, and combine to serve the overall purpose of the system, they can be removed, replaced, or upgraded without affecting other components.

This approach will result in IRCC having the ongoing capability to adapt, adjust and respond to the GOC's priorities without the fettering of current technical constraints. This approach not only supports resiliency from the perspective of managing technological obsolescence, but also will result in a more secure platform that is less susceptible to catastrophic cyber security events than what can be achieved through the stabilization of IRCC's current IT system.

Phase 3 will comprise a portfolio of projects that stretch across all business lines and programs of the Department as business transformation takes place. The complexity and risk associated with the proposed DPM P3 scope is high, as determined by the expected impacts on process, people, technology, change management and the legislative and regulatory authorities underpinning IRCC's programs and services. Creating categories of projects will help mitigate the complexity and risks and allow for the focusing of resources, skills and experience as required to successfully deliver the transformation.

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ANNEX C: RULES OF ENGAGEMENT

(Mandatory form for participants)

An overriding principle of the industry engagement is that it be conducted with the utmost fairness and equity between all parties. No one person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.

These Rules of Engagement will apply beginning with the signing of this document and concluding with the release of the Final Request for Proposal (RFP) or other competitive process is published on the Government Electronic Tendering Service.

All GOC documentation provided throughout the industry engagement process, which begins with the RFI and concludes when an official Request for Proposal (RFP) or other competitive process is published on the Government Electronic Tendering Service ("Consultative Process"), will be provided to all participants who have agreed to and signed the Terms and Conditions of Engagement Process ("Participant").

The Consultative Process will consist of an Industry Engagement Session, Industry Meetings, and any other processes deemed necessary by the Contracting Authority.

The participants' comments and recommendations may be used in the development of the final version of the Invitation to Qualify (ITQ) and the Request for Proposal (RFP).

All comments and recommendations made by participants during the Industry day, and Industry meetings may be subject to a comprehensive review by Canada.

Canada reserves the right to consider all or part of the comments and recommendations made by the participants during the focus group sessions.

Canada will not disclose proprietary or commercially sensitive information concerning a participant to other participants or third parties, except and only to the extent required by law.

TERMS AND CONDITIONS

The following terms and conditions apply to the Process. In order to encourage open dialogue, participants agree:

• To discuss their views concerning the DPM Phase 3 requirement and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share their ideas and suggestions;

• To allow Canada to record and/or make notes during the One-on-One Session should clarification of information be required;

• NOT to reveal or discuss any information to the MEDIA/NEWSPAPER regarding the DPM Phase 3 requirement during the engagement process. If participants receive a question from a media representative, they are to ask the representative to contact the PSPC Media Relations Office at 819-956-2315 and advise Contracting Authority at TPSGC.PAProjetMPN-APDPMProject.PWGSC@tpsgc-pwgsc.gc.ca;

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• Any communication about this project outside the official consultation process is prohibited. Participants may direct their questions or comments to the Contracting Authority;

• Media shall not participate in the focus group sessions;

• That Canada is not obligated to issue any Request for Proposal (RFP) or to award any contract for the DPM Phase 3 requirement;

• Should Canada issue a bid solicitation, the terms and conditions shall be determined in their entirety by Canada;

• That Canada will not reimburse any person or entity for any cost incurred in participating in this Process;

• To direct all enquiries with regard to the procurement of the DPM Phase 3 to the Contracting Authority;

• That participation is not a mandatory requirement. Not participating in this Process will not preclude a supplier from submitting a response to the ITQ;

• That failure to agree to and to sign the Terms and Conditions will result in the exclusion from the Process;

• That any information submitted to Canada as part of this Process may be used by Canada in the development of a subsequent competitive RFP. However, Canada is not bound to accept any expression of interest or to consider it further in any associated documents such as a RFP;

• Any participant who refuses to approve or sign the rules of engagement will be excluded from the Industry day and Industry meetings;

• That a dispute resolution process to manage impasses throughout this Process shall be adhered to as follows:

Dispute Resolution Process

1. By informal discussion and good faith negotiation, each of the parties shall make all reasonable efforts to resolve any dispute, controversy or claim arising out of or in any way connected to this industry engagement.

2. Any dispute between parties of any nature arising out of or in connection with this industry engagement shall be resolved by the following process:

   a. Any such dispute shall first be referred to the participating supplier's Representative and the PSPC Procurement Manager managing the industry engagement. The parties will have three (3) business days in which to attempt to resolve the dispute;

   b. In the event that the representatives of the parties specified in Article 2.a. above are unable to resolve the dispute, it shall be referred to the participating supplier's Project Director and the PSPC Senior Director of the Directorate responsible for managing the industry engagement. The parties will have three (3) business days to attempt to resolve the dispute;

   c. In the event that the representatives of the parties specified in Article 2.b. above are unable to resolve the dispute, it shall be referred to the participating supplier's Vice President and the

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PSPC Director General of the Sector responsible for managing the industry engagement. The parties will have three (3) business days to attempt to resolve the dispute;

d.   In the event that the representatives of the parties specified in Article 2.c. above are unable to resolve the dispute, it shall be referred to the participating supplier's President and the PSPC Assistant Deputy Minister of the Branch responsible for managing the industry engagement. The parties will have five (5) business days to attempt to resolve the dispute; and,

e.   In the event that the representatives of the parties specified in Article 2.d. above are unable to resolve the dispute, the Contracting Authority shall within five (5) business days render a written decision which shall include a detailed description of the dispute and the reasons supporting the Contracting Authority's decision. The Contracting Authority shall deliver a signed copy thereof to the participating supplier.

By signing this document, the individual represents that they have full authority to bind the participating supplier listed below and that the individual and the company agrees to be bound by all the terms and conditions contained herein.

**Company Name of
Participating Supplier:**

Name of Individual:

Telephone:

Email:

Signature:

Date:

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IMPORTANT:

Suppliers or organizations interested in participating in the DPM Phase 3 Industry Engagement Process
must agree to and sign this mandatory form. A completed and signed copy of this form must be sent to
the Contracting Authority via email prior to participating in the Process.

Participants are requested to return this completed from via email to:

TPSGC.PAProjetMPN-APDPMProject.PWGSC@tpsgc-pwgsc.gc.ca

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ANNEX D: REGISTRATION FORM

Registration Form for Industry Day and One-on-One Session

COMPANY NAME OF PARTICIPATING SUPPLIER OR ORGANIZATION		
PARTICIPATING SUPPLIER OR ORGANIZATION'S REPRESENTATIVE		
TITLE		
MAILING ADDRESS		
TELEPHONE		
FAX		
EMAIL		
PREFERRED LANGUAGE	☐ English	☐ French
SUPPLIER IS AN ABORIGINAL BUSINESS	☐ Yes	☐ No
SUPPLIER BELONGING TO A DIVERSE POPULATION GROUP	☐ Yes	☐ No

Industry Engagement Information (Industry Day) Session #1
Attendance: Yes ☐   No ☐
Attendees:

	Name:	Title:
1.		
2.		
3.		

One-on-One Session #1
Attendance: Yes ☐   No ☐
Attendees:

	Name:	Title:
1.		
2.		
3.		

Please advise if any participant has accessibility or accommodation needs.

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ANNEX E: INDUSTRY ENGAGEMENT INFORMATION SESSION AND ONE-ON-ONE SESSIONS DRAFT AGENDA AND SCHEDULE

Industry Engagement Information Session (Industry Day):
Date to be confirmed
Ottawa, Ontario (MS Teams)

The anticipated agenda for the Industry Day session is:
1. Opening Remarks
2. IRCC's Digital Transformation Strategy
3. Digital Platform Modernization Programme Overview
4. The DPM Phase 3 Opportunity for Industry
5. Procurement Process
6. Security Process
7. Question and Answer Period

Industry One-On-One Sessions
Date to be confirmed
Ottawa, Ontario (MS Teams)

Virtual participation information will be provided to Participants by the Contracting Authority in writing prior to the sessions.

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ANNEX F – CONSENT FOR THE COLLECTION OF PERSONAL INFORMATION RELATED TO DIVERSE POPULATION GROUPS

Privacy Notice:
The personal information is collected on a voluntary basis pursuant to the section 5 of the *Department of Public Works and Government Services Canada Act* and in accordance with the *Policy on Social Procurement.* The personal information will be used by the Acquisition Program of Public Services and Procurement Canada (PSPC) for administrating the social procurement programs and for statistical purposes. The personal information is described in the Supplier Registration Information Personal Information Bank PPU 071. Your personal information is collected, used, disclosed, retained, disposed, displayed, and protected, in accordance with the *Privacy Act.* Under the *Privacy Act*, you have the right to access and correct your personal information, if erroneous or incomplete. The personal information provided in this policy will be retained for a minimum of two years after the last administrative action, and then destroyed.

If you require clarification about this privacy notice, you may contact the Public Services and Procurement Canada's Access to Information and Privacy Directorate by email at TPSGC.ViePrivee-Privacy.PWGSC@tpsgc-pwgsc.gc.ca. If you are not satisfied with the response to your privacy concern or if you want to file a complaint about the handling of your personal information, you may wish to contact the Office of the Privacy Commissioner of Canada.

Public Services and Procurement Canada (PSPC) supports the inclusion of socio-economic measures in federal procurement to achieve policy goals and diversify PSPC's supplier base. If you would like to participate in social procurement initiatives, your personal information, for example gender status and racial and/or cultural origin, could help qualify you for such initiatives. Your personal information will also be used for statistical and reporting purposes in order to monitor progress towards supplier diversity overtime.

By providing your consent for the collection of your personal information, you are informed that this information will be stored in the SAP ARIBA server which is located in the United States and may be subject to the United States laws, including the US Patriot Act. PSPC will use this information to make social procurement decisions and aggregated statistical reports related to PSPC's Policy on Social Procurement. If consent is not provided, then PSPC will not collect or use your personal information to support initiatives targeted to diverse population groups.

☐   I hereby authorize the collection and use of my personal information related to diversity characteristics to be used for statistical purposes and social procurement program administration including targeted procurement initiatives.

☐   I hereby refuse the collection and use of my personal information related to diversity characteristics and I understand that my personal information will not be used for statistical purposes and social procurement program administration including targeted procurement initiatives.

Company Name of Participating Supplier:
Name of Individual:
Telephone:
Email:

Signature:
Date:

Canada

Update on the CIT e-App Scaling

Digital Transformation Programme Board (DTPB)

December 3, 2021

This document is for the internal use of The Department of Immigration, Refugees and Citizenship
Canada (IRCC) and should not be disclosed in whole or in part outside of IRCC.

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Canada

Objectif

Fournir une **mise à jour sur la mise à l'échelle de la demande numérique d'octroi de la citoyenneté** et les **impacts sur le secteur des opérations**, ainsi qu'un aperçu des **prochains développements** prévus par le Laboratoire numérique.

2

Mise à l'échelle de la demande numérique d'octroi de la citoyenneté

Mise à l'échelle avec succès de la demande numérique d'octroi de la citoyenneté, passant de 10 % à 100 % du trafic du site Web en date du 11 août 2021.

Les clients éligibles sont des adultes de 18 ans et plus, qui font une demande seuls ou sans représentant.

A ce jour :
- Aucun problème technique ou de performance n'a été identifié
- Les améliorations apportées à l'infrastructure en février/mars et en juin pour soutenir la mise à l'échelle fonctionnent comme prévu.
- Peu de commentaires ont été soumis par les clients.
- Aucune augmentation observée de l'orientation fonctionnelle du programme ou des demandes de clients.

3

Since launch in November 2020

- **44,686** applications have been submitted (41,974 aged 18-54; 2,711 aged 55+)

- **24,152** applications have been checked for completeness; 8% incomplete rate (compared to 17% for paper app)

- **1,996** incomplete applications have been returned to clients

- **22,211** applications have been entered into GCMS

* As of November 26, 2021

- **5,193** applications have been transferred to DN offices

- **4,926** applicants have been scheduled in Citizenship Test events.

* As of November 30, 2021

- **1,303** applications have been processed to decision

- **311** clients have become citizens

*As of November 29, 2021

4

Aperçu de la fonctionnalitéé pour la soumission du passeport

Context: The Lab has prioritized the build of a passport tool that facilitates the Program's ongoing effort to reduce the number of Program Integrity Interviews, increasing processing capacity in the DN.

Decision to pivot work from expansion of the e-app to other client segments was done to address Ops pressure of managing passport copies for clients who applied on paper, demonstrating the Lab's Agile ability to tackle emerging needs.

This additional feature will allow applicants who have applied on paper to submit their passport/travel document copies electronically.

A **DN version of the intake tool** is also being developed to allow Decision Makers the ability to review the submitted passport copies in order to speed up the decision making process for routine applications.

UAT with DN users took place on September 17th. Functionality released November 18th as a pilot with Surrey office.

5

Aperçu des autres fonctionnalités et prochaines étapes pour le laboratoire de la citoyenneté

Prochaines étapes

- **Correction prioritaire pour répondre à la préoccupation croissante des représentants concernant leur accès aux portails et demandes en ligne d'IRCC.**
  - Une solution provisoire a été mise en œuvre le 30 Novembre pour permettre aux clients utilisant l'aide d'un représentant de télécharger le formulaire IMM5476 dans la demande en ligne.
    - Cela permettra également de répondre à l'avis juridique reçu des SJM selon lequel l'approche actuelle de l'IRCC concernant ses portails en ligne peut enfreindre le droit du demandeur à être représenté en vertu de la LIPR, de la Loi sur la citoyenneté et des principes d'équité procédurale.
      - La conception initiale de cette solution est en cours.
    - Les fonctionnalités complètes permettant aux représentants d'accéder à la demande numérique nécessitent la création de fonctionnalités clés qui seront disponibles lors de la phase d'expansion de la famille/du groupe.

- **L'élargissement de l'accès à d'autres segments de clientèle reprendra en 2022.**
  - Groupes d'adultes
  - Mineurs présentant une demande seuls ou avec un groupe
  - Representants soumettant une demande au nom du client

A venir

Améliorations à la demande numérique et à Horizon [l'outil de traitement (*intake*)]
- Visionneuse de documents permettant aux clients de visualiser leurs documents avant de les soumettre.
- Intégration de la vérification que la demande est complète à la page des documents dans l'outil de traitement pour une vue plus optimisée des demandes numériques.

6

Operations Impacts – Centralized Network

Travaux effectués à ce jour

Le RC a des ressources dévouées à l'administration centrale et au CTD-S afin de soutenir le développement de la demande en ligne d'octroi de la citoyenneté, de l'outil d'admission et du traitement numérique dans le SMGC depuis le début du parcours des processus numériques pour la citoyenneté

- Une équipe de testeurs a créé les flux de travail qui seront utilisés par tout le personnel de production travaillant sur les applications électroniques.

- La formation d'un nombre suffisant d'utilisateurs CR-4 de l'outil d'admission, permettant de gérer l'apport attendu après le lancement à 100 %, approche à sa fin.

- La formation des processeurs PM-1 du SMGC pour l'examen des dossiers est terminée et permet maintenant au RC de trier et de transférer suffisamment de dossiers pour atteindre l'objectif de décision de 5000 demandes électroniques pour le RC et le RN au cours de cet exercice.

Current workload

CN is working through the inventory that was accumulated in the eApp prior to the 100% launch.

- The full extent of the impact on CPC-S operations from the 100% launch of the eApp is yet to be known as intake completeness checking of files is done on a First In, First Out basis and CPC-S is currently working on applications received in September 2021.
- CPC-S has begun working the inventory from beyond the 100% launch in August.
- CPC-S has aligned the Grant eApp and paper application acknowledgement of receipt (AORs) dates and alignment was *achieved* in early September.
- CPC-S is reviewing complete e-Applications in order to ensure CPC-S has enough Endeavour applications and to transfer to DN enough non-Endeavour applications to meet the joint CN/DN target of 5,000 eApp decisions. 6,000 applications, allowing for a 20% buffer for delays like clearances and test failures, will be reviewed by mid-December.
- The Lab has deployed a key workload management functionality for the Intake Tool. This functionality has increased processing efficiency at the intake stage.

Upcoming

- The eApp 100% launch had an impact on paper intake volumes, with each new eApp meaning one fewer paper application. eApps have become approximately 33% of new applications received and overall intake numbers remain steady.

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and Citizenship Canada
Immigration Réfugiés
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Operations Impacts – Domestic Network

Travaux effectués à ce jour

Le Réseau national (RN) a des ressources dévouées à l'administration centrale et dans les bureaux locaux de ses quatre régions afin de soutenir le développement de la demande en ligne d'octroi de la citoyenneté, de l'outil d'admission et du traitement numérique dans le SMGC.

- Une équipe de d'experts de la matière mène déroulement des demandes numériques a travers de RN.

- La formation d'assistants, agents et officiers aux niveaux CR-04, PM-01 et PM-03 est terminée. Ces employés sont dévoués au traitement des demandes, incluant l'examen en ligne, la prise de décision et la cérémonie virtuelle.

- Le RN est position d'atteindre l'objectif de décision de 5000 demandes électroniques pour le RC et le RN, tant que suffisamment de dossiers sont transférés.

- Le RN a participé aux tests AMEU de l'outil pour télécharger le passeport. Cet outil permettra de réduire les pressions exercées pour demander, examiner et sauvegarder les copies de passeport de certains dossiers courants de notre inventaire papier.

Current workload

DN is working through the inventory of Test-Ready eApps received from CN.

- The full extent of the impact on DN operations from the 100% launch of the eApp is yet to be known.

- DN continues to work with inventory of paper files, while processing E-apps as FIFO in order to become familiarized with this new process. Workload management and distribution across the DN is also being analyzed and assessed.

Upcoming

- As the Financial Resource Review (FRR) is no longer valid, an updated Time and Motion Study should be carried out for eApps in order to validate productivity assumptions and ensure DN has enough FTEs to attain targets. Further, this exercise would confirm if any potential cost savings could be accurate/identified.

- A training plan for DN is currently in place. SME is holding monthly training sessions for DN staff until the end of fiscal year. Two sessions have already been delivered.

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Annex

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Le PMV Citoyenneté est désormais accessible à 100 % du trafic du site web et peut être étendu à l'ensemble des groupes de demandeurs pour prendre en charge le traitement numérique sur la base des hypothèses de départ et des résultats des tests.

DRAFT

☐ Website visitor access

100%

Total applicants, %

10%

3%   4%

41%   55%   91%   92%   100%

Q4 FY20-21 & Q1 FY21-22   Q2 FY21-22

Eligible Applicants	Adults (18-54) applying alone, w/o rep		+ Adults 55+ applying alone w/o rep	+ Adult Group applications w/o rep	+ Minors under Section 5(2), w/o rep (alone) and Groups including Minor 5(2)	+ Minors under Section 5(1), w/o rep	+ Others including w/ rep, Crown servant, etc.
Actual monthly average volume seen	1,042	2,395					
Forecasted volume[4]							
Monthly			6,873	9,048	15,137	15,298	16,580
Annual			82,479	108,576	181,645	183,572	198,966
Projected Ops staff needed (based on pilot processing times)[2,3]			17	23	38	39	42

1 Assuming 80% completion rate
2 Assuming 220 working days, 300 min/6.5 h per working day, 100 min/7 min of 15 tests
3 Labour projections are based on the projected case load, standard case processing work and a standard enumeration projections. Remaining necessary steps in CI and DI will be available as part of P2F testing
4 Revised based on updated Feb 2 Data 2021. 100% stages as per projections based on the FY 4040-1-0

A high level Citizenship future state journey laid out a reimagined 3-year roadmap

Seek

Clients automatically notified when eligible to apply; personal information collected since opt-in as PR applicant

Apply

Digital intake allows clients to complete and submit applications online at their own pace

Processing

Automation expedites non-risk related decision-making, allowing agents to spend time on the tasks and decisions that matter

Test, interview & ceremony

Virtual self-scheduled events remove physical capacity constraints to shorten wait times; passport is issued at time of ceremony

Post-processing

Electronic archiving allows documents to be automatically filed with reduced agent intervention

Impact[1]

Reduction in client time spent on researching and gathering documents	Up to 90% reduction in E2E duration during Apply phase	Up to 60% reduction in agent processing time	Up to 80% reduction in E2E duration for steps related to test, interview and ceremony for clients	Up to 90% reduction in agent processing time post-ceremony

Features for MVP touch on these areas

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Citizenship Journey Lab – initial Client and Agent One-Year Roadmap

Minimum Viable Product (MVP)

Client

Simplifying client experience through seamless digital intake, enabling remote work for agents

Intuitive & Dynamic
Digital grant application with field validations create a user-friendly application that reduces return rates

Digital Upload
Proof of payment and supporting documents allowing for electronic submission

Physical Presence calculator
Included in the application, streamlining client experience

Save and Return Functionality
Allows clients to complete the application at their own pace

Confirmation of Submission
Clients receive confirmation creating transparency in the application process

Digital Status Updates for Clients
enhancing transparency throughout the process

November 2020

Agent

Improving the agent experience by linking digital intake with processing flow and automating non-risk processing activities

Agent Intake Tool
allowing for completeness checks and importing applications to GCMS

Integrate in-flight Initiatives[1]
Digitizing electronic testing and virtual ceremonies, reducing physical capacity constraints

Agent Processing Tool
User-friendly platform to support digital document review, triage and decision-making

Electronic Archiving of Applications
reducing physical transfers

12 Months

12
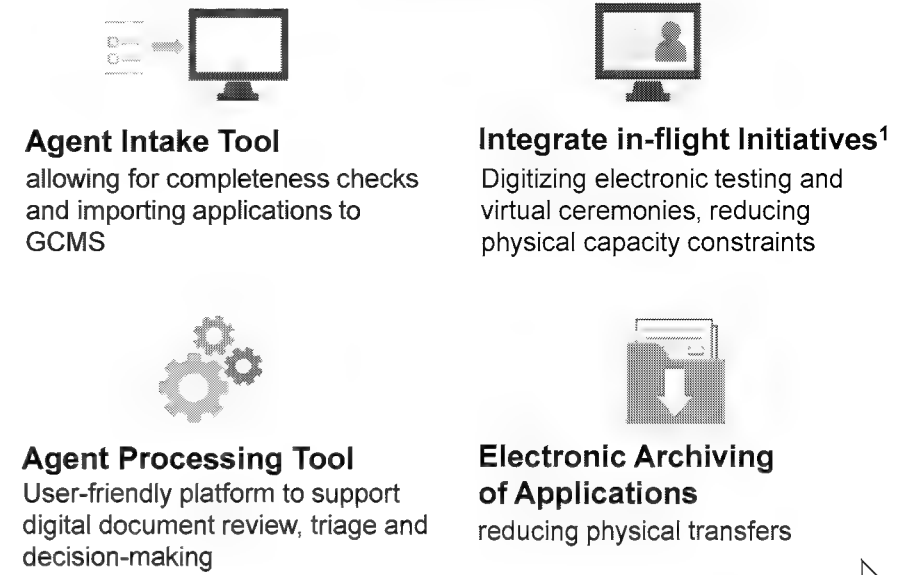
Citizenship Digital Lab – roadmap Revised Aug 2021

	Seek	Apply	Processing	Test, interview & ceremony	Post-processing
Built	Clarify seek webpages for 100% website visitors	Online application MVP (adults 18-54)	Basic Intake tool	Online test	
		Return of incomplete applications	Intake tool enhancements	Virtual ceremony	
		Online application (55+)		Virtual PI interviews	
		Updates to support 100% scaling of application			
2021 (July – Dec 2021)		Online application – support clients using representatives	Online passport submission for paper clients		
		Online application – adult groups	Officer tool to review passport submissions		
			Automation proof of concept		

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Citizenship Digital Lab – roadmap (con't) Revised Aug 2021

DRAFT

☐ Built outside of Lab (requires integration)

	Seek	Apply	Processing	Test, interview & ceremony	Post-processing
2022 and beyond		Online application MVP [adults 18-54] / Online application – minors 5(2)	Agent processing tools including document viewer*	Integrate online test into e-app apply	Seamless application & receipt of passport
		Online application – minors 5(1)	Client updates – integrate with CAST*	Integrate e-certificate	Electronic archiving
		Upfront waivers	Online submission of additional documents	E-scheduler	
		Online application - integrate physical presence calculator			
		Online application – representatives*			
		Integrate with MyAccount*			
		Online Grant application – Crown servant			

*Potential to leverage/intersect with tools being developed by other Labs

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DRAFT

Citizenship Digital Lab – roadmap deep dive (backlog) Revised Aug 2021

New features and functionality*

- ❑ **Online passport submission for paper clients**
  - Client - Creating secure account
  - Client - Uploading + submitting passport document
  - Officer – Creating officer portion of intake tool
  - Officer – Reviewing and downloading passport submissions

- ❑ **Online application – support clients applying with help of representatives**
  - Client – Update forms to indicate who is providing assistance
  - Client - Upload Use of Representative form (IMM5476)
  - Agent intake tool – Displaying representative information and IMM5476
  - Agent intake tool – Returning applications when issue with representative information/form

- ❑ **Online application – expand MVP to adults applying as a group**
  - Client – Inviting adults to join a group
  - Client - Group management
  - Client - Submission as a group
  - Agent intake tool – Reviewing group applications
  - Agent intake tool – Returning group applications
  - Agent intake tool – Integrating group applications within GCMS

- ❑ **Automation Proof of Concept**

- ❑ **Online application – expand MVP to minor 5(2)**
  - Client - Minors applying concurrently with adults
  - Client - Minors applying non-concurrently
  - Agent intake tool - Reviewing minor 5(2) applications
  - Agent intake tool - Returning minor 5(2) applications
  - Agent intake tool - Integrating minor 5(2) applications with GCMS

- ❑ **Online application – expand MVP to minors 5(1)**
  - Client - Submitted by a person empowered to act on the minors behalf
  - Client - Submitted by the minor requesting a waiver
  - Agent intake tool - Reviewing minor 5(1) applications
  - Agent intake tool - Returning minor 5(1) applications
  - Agent intake tool - Integrating minor 5(1) applications with GCMS

Tech and design debt**

- ✓ Automate analytics for reporting
- ✓ Update email setup
- ✓ Update Lambdas for performance/scaling
- ❑ Integrate Canada Post Address Complete API
- ✓ Architecture updates for client and agent
- ❑ Ability for client to view uploaded documents
- ❑ Agent release branches
- ❑ Integrate Agent completeness check into application view
- ❑ Delete un-submitted applications and inactive accounts per privacy guidelines
- ❑ Improve client navigation design
- ❑ Improve report a problem widget
- ❑ VS code debugger
- ❑ Cloud validation
- ❑ Revised program requirements for up-front passport copies

*Prioritized from highest to lowest
**Subject to change based on capacity

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DPM Phase 2 & GCMS Disaster Recovery Upcoming Milestones

Note DPM dates are tentative

Major Milestones

Enterprise Cloud

Technical Debt Reduction

GCMS Disaster Recovery

Nov 2021 — R26 Release

Jan 2022 — Migration of 4 Partner Connections (DoJ, IRB, CRA, CSC)

Feb 2022 — Two Key Milestones for DR

Mar 2022 — Release 27: HIP POC in Cloud

Mar 2022 — Cloud Native Governance Controls Implemented

Mar 2022 — Tentative: Migration of all remaining Partner Connections (CBSA, RCMP, PSPC, ESDC, GAC, Australia Gov, US Gov) CSIS* - out of scope IVR * Call center – out of scope

Jun 2022 — Cloud Operating Model Adopted and New Cloud Monitoring & Std DevOps Platform

Jun 2022 — Release 28: Siebel Upgrade Go Live

Sep 2022 — Standardize OS Image Mgmt & Patching

Oct 2022 — HIP On Premise Completed

Feb 2023 — Application Migration Factory Open

Feb 2023 — Information Protection System (IT Security Enhanced)

Mar 2023 — Pillars of Target Architecture Implemented

Feb 17: DR Test – GO / NO-GO Decision

Feb 22: DR Test – Gatineau PROD test of DR Capability

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The GCMS DR project will improve IRCC's risk posture through key milestones

High Risk

Low Risk

Jan 2021	End-July 2021 **Ready for Use**	October 2021 **Go Live**	Start-Nov 2021 **First Production Flip**	End- Nov 2021 **Releases Resumed**	Feb 2022 **DR Test**	March 2022 **Optimized Partner Connectivity**
▪ Legacy Operations	▪ All components (infrastructure, applications, data, support model) are in place in Barrie and have been tested.	▪ GCMS is operational in Barrie and the new support model is fully deployed.	▪ GCMS new architecture is exercised by changing production nodes for first time	▪ Resume normal GCMS release cycle according to business priorities.	▪ DR is confirmed through successful simulated disaster recovery failover.	▪ Partner connectivity relocated to Barrie.
✓ GCMS operating at JETS on legacy infrastructure without DR.	✓ New infrastructure is up and running in Barrie.	✓ GCMS in Barrie becomes the system of record and now processes all transactions. ✓ GCMS data is more secure. ✓ Reduced risk of outage from routine maintenance activities (such as security patching) due to having multiple staging. ✓ Provides the pathway to recover at an offsite location (EDC Gatineau) ✓ New support model between IRCC and SSC	✓ Dual node architecture will be used to speed up future releases and patching ✓ Production flips will lead to less GCMS downtime	✓ Operating in a more stable environment will enable the return to implementing business-needed changes, unimpeded by legacy complexity issues.	✓ In the event of a disaster or major failure at EDC Barrie, GCMS Production can be restarted at EDC Gatineau using a proven approach and tested recovery plan.	✓ Partners now connect to GCMS directly in EDC Barrie rather than through the network in JETS, providing more robust and direct access to GCMS.

IRCC's Risk Posture

Digital Journey Labs:
Progress update

Mise à jour sur les laboratoires des processus numériques

December 3, 2021

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Le point sur la situation

Lab VRT *(Équipe Client)*

- **For Digital Capture**, pilot is on track for January 2022. Integration will be with the TRV Apply MVP instead of the dynamic TR eApp. Next steps for the Lab team is to run 10k transaction through the mobile application for TRV clients. The data and client feedback captured will support work being done on digital identity for DPM1&2 and the future DPM3. This will serve as a good pilot.

Lab VRT *(Équipe des agents)*

- **For Chinook 1.5,** roll-out plan for Officer Tool has begun, focusing on a small number of users in each network office pending resolution of data issues. SCED is scheduled to be delivered to IRCC in early 2022. The development of the Applications and Activity Management module (AAM) for TR is completed. Internal testing and intensive QA underway. With SCED approved and planned for early 2022, early work for the Lab team to prepare and support roll-out has begun.

Lab de la Citoyenneté

- **The CIT Lab successfully completed the release for the passport submission and review functionality on November 18th** with the Surrey citizenship office conducting the pilot. Also, the CIT Lab released on Nov 30th a short term solution to address the growing concern from representatives on accessing IRCC portals and eApps. The team has prioritized the build of a feature that provides ability for clients to apply with the help of a representative and upload the IMM5476 form (Use of a Representative).

Lab de la RP- ÉCF

- The **PR Spouse and Common-law Partner Digital Journey Lab successfully launched The Case Processing Tool (Cumulus) on October 26 for CN (CPC Sydney) and IN (Hong Kong, Manila and Beijing).** To date, **485** applications have been added to the tool. As the SCED solution for e-docs will launch on December 9, this will enhance Cumulus' e-doc viewer's performance and provide a greater ability to scale the deployment of the tool. The team has started working on the next MVP, the FC inventory management solution.

Lab MonDossier

- **MyAccount Lab** presented with CEB at DG Forum on November 24th to seek DG endorsement for MyAccount vision, the vision was endorsed.
  The team is now exploring the feasibility of Client requested changes in GCMS (Email/Phone # etc.) and options to integrate in MVP.

Lab Permis d'études

- **The Study Permit Lab** continue focusing on Study Permit automation working with CN/CPC-E and working with business Owner, (IPG) preparing for the discovery phase in reference to the Designated Learning institution.

VRT demandes en ligne

- **TR Eapp** continues engaging with IT ops and EPPMO to identify an appropriate timeline for a cloud release allowing bug fixes to be completed and scaling to 100% for TRV and SP. Currently targeting end of November or early December.

Voies d'accès RT à RP

- **For TR to PR Pathways**, the application portal was successfully closed on November 5th as per the end of the Public Policies. Changes to the portal were implemented by the team without issue.
  - Semi-integration testing continues to be delayed due to eDocs issues. New timelines are being assessed.
  - Transition plan date for bots to CN has shifted. Discussions are ongoing to determine a transition date for early 2022.

Moteur de talent numérique

- **The Digital Talent Engine DTE** continues to recruit next generation of digital resources for the upcoming Labs and to support talents needs and scaling of the Digital Factory.

Fabrique numérique - CE

- **The DJL Centre of Excellence (COE)** team will be hosting a Program Increment (PI) Planning session on Dec 2-3. The Purpose of this planning session is to:
  - Ensure the work of the Digital Factory is aligned with IRCC's core priorities
  - Ensure labs are driving high-impact features as part of the upcoming release
  - Increase collaboration between labs to build products that can be leveraged and scaled
  - Proactively identify and mitigate any core dependencies or risks between labs

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Digital Journey Labs

Digital Transformation Programme Board
June 18, 2021

Ordre du jour

01. Digital Journey Lab Update

02. Digital Factory Centre of Excellence (COE)

03. PR Spouse Common-law Partner (SCLP) business case and roll-out strategy

04. Citizenship Lab business case preliminary results

Objectif/Purpose

1. **Pour information**: Partager les réalisations les plus récentes et les prochaines étapes par laboratoire/projet.

2. **Pour information:** Présenter le plan du Centre d'excellence de la Fabrique numérique et ses objectifs.

3. **Pour approbation:** Obtenir l'approbation de l'analyse de cas et de la stratégie de déploiement pour le laboratoire de la Résidence Permanente des époux et conjoints de faits (RP ÉCF).

4. **Pour information:** Présenter les résultats préliminaires de l'analyse de cas du laboratoire de processus numérique de la Citoyenneté.

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Faits Marquants

Laboratoire 1 – VRT
Équipe Client
- Le fournisseur a été sélectionné pour la capture numérique et l'approvisionnement sera finalisé la semaine prochaine. L'engagement devrait commencer à la mi-juin.

Équipe des agents
- Chinook 1.5 is live and in production (Approx. 250 live SP files have been successfully processed by the Lab and IN users)
- Wider roll-out of Chinook 1.5 to an additional 5-10 users at IN and CN, with a wider roll-out to 15 offices; gather feedback and iterate.

Laboratoire 2 – Citoyenneté
- A DG-level go/no-go decision to scale the e-App to 100% website traffic is scheduled for June 30.
- Successful Lab testing and UAT by Ops Testing Team of the functionality to support expanding to clients aged 55 and over.

Laboratoire 3 – RP-ÉCF
- Building the Case Processing tool and supporting endeavours to incorporation PR Spousal LoB to the Chinook Application and Activity Management (AAM) Inventory Management tool.

Laboratoire 4 – MonDossier
- The Zero Based Design (ZBD) workshop held on June 3rd & 4th. Over 60+ participants from across the department and other government departments, have collaboratively generated more than 500 ideas to reimagine the future state of the MyAccount client journey.
- The Lab team will narrow down the list of potential features ahead of MVP workshop.

Laboratoire 5 – Permis d'études
Le Laboratoire 5 devrait être lancé le 21 juin et les travaux de préparation sont en cours :
- Le responsable du processus numérique a été identifié.
- L'équipe numérique a été intégrée.

Other DJL Initiatives

VRT demandes en ligne –
- **1734** TRV applications and **642** study permit applications have been successfully submitted to GCMS (60% of SP applicants are currently directed to the TR eApp).
- Expanding to include Student Direct Stream (SDS) – targeting June 24th. A Release has been requested but is pending senior management approval.

Voies d'accès RT à RP –
- À date, 109 969 comptes ont été créés par les clients sur le portail. Nombre total de demandes reçues : 60 063 (y compris les 7 307 supplémentaires en RIG, à capacité surpassé).
- New solution being developed to allow transfer targets to be met. Approximately 30% gain in efficiency from 19-25mins for a single applicant are being seen in testing.

Moteur de talent numérique –
- Ajout d'environ 8 candidats au pipeline (21 dans le « pipeline » actif, 204 dans le « backlog » de CV/de sélection).
- Création d'une page « Qu'est-ce qu'un laboratoire de parcours numérique » ?

Fabrique numérique – Centre d'Excellence
- The COE is the leadership group for the Digital Factory consisting of a group of cross-functional leads responsible for scaling Digital Labs, driving focus on and alignment to departmental priorities, defining functional standards, learning and development, and removing impediments to ensure velocity of delivery for the Digital Factory.
- The Digital Factory in turn has a laser focus on supporting IRCC meeting (and exceeding) departmental targets and priorities.

Pour plus de détails sur les réalisations récentes des laboratoires et les prochaines étapes, veuillez consulter la page 8.

4

Key risks/issues

Risks/Issues

High level risk for Journey Labs:
Operationalization risk: Multiple high-pressure priorities on Operations and Policy sectors make it challenging to secure the necessary resources to support business processes testing and scaling up of digital products built and deployed by the Journey Labs.
Impact: The anticipated business benefits, as outlined in each of the Journey Lab's business case, may not be realized (in part, or fully).
Mitigation: A detailed risk response plan has been defined by Transformation Office, which includes the assessment of business readiness.

Citizenship Lab

TRV Lab and TR eApp

TR to PR
Dedicated resources are required to run the Robotic Process Automation (RPA) Robots in order to move files from the cloud to GCMS and meet the targets. Operations has no spare capacity and there is a lack of potential candidates for immediate hire.
Impacts: Without dedicated full time resources, the pace to integrate applications files to GCMS would be at risk of being disrupted, which in turn would compromise meeting the targets set by Operations for the new TR to PR pathways.
Interim mitigation solution : Staff 10 CR-04 to support TR-PR pathway, until the capacity is transitioned to Operations.

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Immigration Refugees
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Digital Factory – Centre of Excellence (COE)

IRCC Digital Factory aim at rapidly building the digital services to meet our departmental priorities in 2021 and establishing capabilities to ensure sustainability for our future.

IRCC's Digital Factory Center of Excellence (COE) objectives are to :
- ➢ accelerate delivery against departmental priorities by standing up and supporting the velocity and delivery,
- ➢ define standards for various functions of Digital Factory, and,
- ➢ foster growth and learning through development and coaching.

The Digital Factory in turn has a laser focus on supporting IRCC meeting (and exceeding) departmental targets and priorities.

The COE will operate as a formal structure within the Digital Factory to drive synergies and coordination across Digital Labs. It consists of a group of cross-functional leads responsible for scaling Digital Labs, driving focus on and alignment to departmental priorities, defining functional standards, learning and development, and removing impediments to ensure velocity of delivery for the Digital Factory.

The COE will officially kick off on June 14th.
- ✓ All positions have been identified. The core COE team has been completed and is being on boarded.
- ✓ The overall Center of Excellence playbook is completed.
- ✓ Four immersion sessions have been scheduled during the kick off week, that will help define roles and responsibilities, the process for cross lab enablement, the set up of the Digital Factory community of practices and the work cadence.
- ✓ An update to around the Digital Factory COE will be provided to upcomings Programme Board and TransCom meetings in June.
- ✓ After one week onboarding, the COE team will tackle the **operationalization of the Study Permit Lab, scheduled to launch on June 21st:**
  - ✓ The plan has been set for 6-8 weeks and will allow the operationalization of the COE working model and support Digital Lab 5 Baselining, Dream and Design and Sprinting.

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For further details on the COE structure and work, please refer to the COE deck

Annex

Status Update

Recent Accomplishments

TRV Lab *(Client Team)*

- Vendor has been selected for Digital Capture and procurement will be finalized next week. Engagement expected to begin mid June.
- Work continues on the first phase of the Digital Capture MVP (optical character recognition of the passport machine readable zone) as well as the implementation of a new design system to enhance the "supporting document" pages for Digital Capture.
- Integrated TRV roadmap finalized

TRV Lab *(Officer Team)*

- Chinook 1.5 is live and in production.
- Approximately 250 live SP files have been successfully processed by the Lab and IN users (three offices) using Chinook 1.5.
- Wider roll-out of Chinook 1.5 to an additional 5-10 users at IN and CN and ongoing feedback on the tool is being received.
- Proof of concept of the Activity and Application Management (AAM) module of Chinook 1.5 to be demonstrated to SME's this week.

TRV eApps

- **1734** TRV applications and **642** study permit applications have been successfully submitted to GCMS (60% of SP applicants are currently directed to the TR eApp).
- Memo for TRV pause was not signed by the Minister.
- R26 BIA for TR eApp and IRCC Portal was submitted.
- IPG/OGCU requesting additional BIAs for Change Requests. Require clarity on expectation and process going forward for TR eApp/JL CRs.

TR-PR Pathways

- New solution being developed to allow transfer targets to be met. Approximately 30% gain in efficiency from 19-25mins for a single applicant are being seen in testing.
- Received a temporary allocation of additional licenses to support testing of the new solution as well as supplement production (5 bots).
- A fix to last week's GCMS issue was implemented on June 8th which has allowed the bots to continue their work. As the bots were stopped for almost 2 full days, the teams are working on catching up on productivity.

Next Steps

- Continue collaborating with TR eApp/IRCC Portal team to define scope of work and execution plan for connecting Digital Capture to the new IRCC Portal/ TR eApp.
- Preparing and refining user stories for Phase 2 – DTC capabilities.
- Defining testing strategy for the integration of the vendor solution as well as the integration with the IRCC Portal.

- Continue gathering input from the Networks on the development of the AAM module of Chinook 1.5 (previously known as Module 1). On track to complete.
- Widen roll-out to 15 offices; gather feedback and iterate.
- Increase production users as MS Dynamics licenses have now been acquired for all CN and IN users.

- Expanding to include Student Direct Stream (SDS) – targeting June 24th. A Release has been requested but is pending senior management approval.
- Continue focusing on Digital Capture and working with the TRV Journey Lab. Architectural documents and user stories are underway.
- Introducing a new Request Letter to direct clients to the IRCC Portal (as oppose to legacy portal) to upload their documents.

- Targeting an implementation date of June 14th to enhancement the RPA to increase the speed of application transfer.
- Identifying full time resources to run the bots full time to solidify our position.

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Status Update

	Recent Accomplishments	Next Steps
PR SCLP Lab	• Sprint 8 began on June 9th • The lab has been focusing on building the Case Processing tool and Supporting endeavours to incorporation PR Spousal LoB to the Chinook Application and Activity Management (AAM) Inventory Management tool. • CN and IN working level agreed upon a Roll-Out strategy (OVS files, with testing officers in Northern Asia and CIO-S).	• The Business Case is tabled for presentation to DGs on June 16, DPTB on June 18 and TransCom June 25. • Continue building functionalities in the case processing tool and the application view general information page. • Engagement/Change management with stakeholders (roll out and communication plan, roles and responsibilities).

Citizenship Lab	E2E testing continues for the 180 applications:
	  o **122** clients attended citizenship ceremonies last week and became citizens
	  o **68%** of the testing cohort have gone through the entire process digitally
	• A DG-level go/no-go decision to scale the e-App to 100% website traffic is scheduled for June 30.
	• **919** e-applications have been reviewed in the Citizenship Intake Tool. **93% of applications have been deemed complete.**
	• Successful Lab testing and UAT by Ops Testing Team of the functionality to support expanding to clients aged 55 and over.
		• Ongoing engagement with stakeholders on change management via the CIT-Change Agent Network.
		• Updating the Authority to Operate to facilitate the roll-out of the MVP to more clients.
		• Synthesis of the updated roadmap with stakeholders to align on short-term and medium-term features to be built.
		• Planning the next epic – adult group applications.
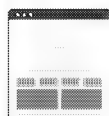
MyAccount Lab	• Themes emerged from the ZBD workshop:
	  o Gamify the client experience – turn client anxiety into excitement with timely updates and reminders.
	  o Shift from a single 'application' view to a truly end to end client approach with continuity of profile between different LoBs.
	  o A single gateway to a client's entire journey in Canada
	• Design and Business team are consolidating outcomes of the ZBD workshops.
		• AWS trainings are scheduled for the Tech Team.
		• Focus on narrowing down the list of ideas to 40 features to be assessed and scored during the MVP workshop in late June.

Digital Talent Engine (DTE)	• Added ~8 candidates to the pipeline (21 in active pipeline, 204 in CV / screening backlog). • Participated in CSPS career fair. • Released Onboarding buddy program survey. • Created "What is a Digital Journey Lab" 1 pager.	• Develop and refine roles for COE. • Continue role specific training plans for new employees in collaboration with HR. • Create Learning Hub materials focused on Management and Communications. • Create exit interview questions and off-boarding checklist • Collect employee testimonials.

Biweekly CIT Metrics

Updated on May 31st 2021

CIT e-App Overview

These numbers reflect the cumulative applications in the respective category as well as the increase since the last reporting period

20187	9334	852	782	66	39
Registrations	Submissions	Completeness Check	Promoted to GCMS	Incomplete Applications	Retained as Incomplete

Reporting Data Period
2020-11-30
2021-05-28

Operational Excellence

Intake Time (Days)
Received to Promoted

79.34

Processing Time (Days)

131.88

Completeness Rate

Client Experience

Time Taken to Apply (YTD)

E-Application Information

CIT e-App Test Cohort

- The option to apply online is displayed randomly to 10% of website traffic.

- The completeness rate is holding steady over the past two months.

- 100% of the 180 applications that form the end-to-end testing cohort have been promoted to GCMS.

- Processing Time shown is based on the 180 E2E cohort and may not be reflective of what will occur when e-App processing rolls out beyond this prioritized group.

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Biweekly TR Metrics

Updated on May 31st 2021

TR eApps (IRCC Portal) Overview
These numbers reflect the cumulative applications in the respective category as well as the increase since the last reporting period

2130	630	275	123	2
Received	Priority Clients	Approvals	Refusals	Family TR Ukraine Air Crash

Reporting Data Period
2020-11-30
2021-05-28

Operational Excellence

TR e-App Processing Time (Days)
Received to First Decision

22.12

Applicant Category
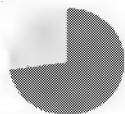
Priority Clients
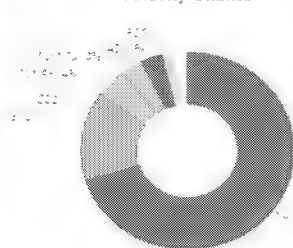
Top 10 Refusal Grounds

Application Information
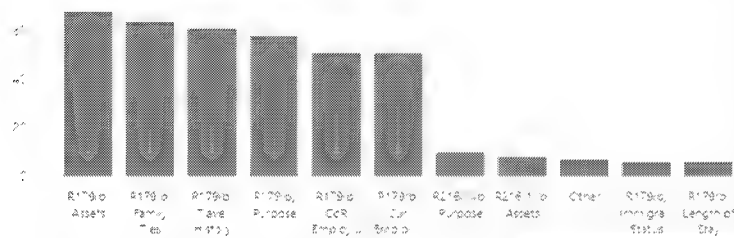
Application Status
Decision
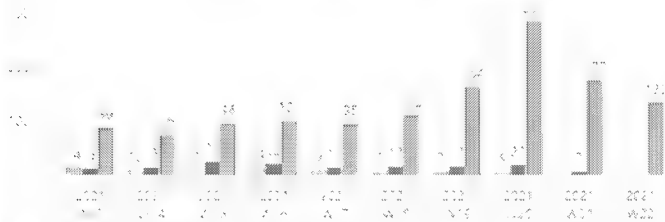
- TR eApps/ IRCC Portal is currently receiving 60% of the traffic from the seek website.

- Once the 'Additional Documents' Change Request is implemented (proposed/target date of July 15) in the IRCC Portal, the TR eApp will be able to increase to 100% of traffic from Seek website.

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Biweekly Chinook Metrics

Updated on May 31st 2021

Total Applications Processed by Chinook 1.5	Total Applications Decisions by Chinook 1.5	Total Chinook 1.5 Users	Reporting Data Period
123	106	7	2021-05-12 2021-05-28

# of Applications by Week

% of Officer by Week

# of Applications by Category

- Chinook 1.5 is now active.

# of Applications by Office

# of Officers by Office

Chinook 1.5 Apps vs. Other Apps

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Agile delivery: velocity and look ahead – as of May 31st

		Completion % (Story points)		Predictibility[1] (Story points)	Backlog health[1] (#sprints ahead[2])		Talent needs	Next release & rollout	Blockers/ Challenges
		Previous sprint	Last sprint	Last 5 sprint Average	At sprint planning				
TRV	Client	40% Apr28 – May12 42 out of 104 points	61% May12 – May26 45 out of 74points	N/A	2			Next release – Phase 1 DATE • Mid-April	Still waiting on procurement of vendor solution. Awaiting procurement of additional Macbooks for Dev team
	Officer	N/A Mar 29 – Apr 9 91 out of 96 points	91% May 17– May 28 142 out of 156 points	91%	1		• Resources with processing experience for Chinook QM.	• June 4 Prod rollout of minor fixes and usability related changes. • Newly acquired MS licenses means more users will soon be able to user Chinook 1.5 in PROD.	• Due to recent turnover, team is focusing on retooling and reorganizing, in particular in anticipating of greater roll out of Chinook 1.5 licenses. This may have short term impacts on delivery of substantive improvement.
Citizenship		100% April 28 - May 11 32 out of 32 points	64% May 12- May 25 18 out of 28 points	88%	1			Next release – expanding to clients aged 55 and over. DATE • By end of June	• Lack of access to GCMS STG/STG-A environments has become a bottleneck precisely at the time we needed to test 55+ release in staging. • Need better communication /understanding of GCMS release schedule(s).

1. Predictability is a measure of delivered vs. committed work, provides insight into the reliability of the forecasted release date (5 sprint average)
2. Number of Backlogs. It measures the number of sprints ahead for which the backlog has been groomed and meets Definition of Ready (DoR).

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DTE Pipeline Update 06/04

ol. digital talent engine / moteur de talents numériques

▓ Most urgent hiring needs

Key insights:

Overall pipeline health:

- **Open positions: 13 positions to fill** across all roles types;
  - **Immediate Lab 1 Client Team: 1 UX designer**
  - **Immediate Lab 3 need: 1 Sr. Back-End Developer** with **Cloud certification**
- **Role pipeline[1]: 225 candidates** in the total pipeline (21 in Active Pipeline; 204 in CV/Screening Backlog)[2]

Recruiting milestones:

- For Lab 6, recruited a Tech Lead, Design Lead, an Junior Developer
- Potential UX Designer candidate for Lab 1 Client Team. Completing reference checks
- Hiring needs for Lab 1 Officer team has been completed

Overall pipeline health

Number of open positions[3]	Selected labs[5]					Candidates in pipeline	Total open positions
	Lab 1 - Officer	Lab 1 - Client	Lab 3	Lab5	Lab 6		
Journey Owner	0	0	0	0	1	1	1
Scrum Master	0	0	0	0	1	11	1
Tech Lead	0	0	0	0	0	11	0
SR QA	0	0	0	0	0	7	0
Design Lead	0	0	0	0	0	2	0
Sr. Devs	0	0	1	0	2	67	3
Developer	0	0	0	0	3	50	3
QA	0	0	0	0	2	21	2
Designer	0	1	0	0	2	55	3
Total	1	1	1	0	11	225	13

April interview metrics

	Actual	Target
Next batch interview day:	TBD	
Pre-screens conducted:	2	
Interviews completed:	3	
Candidates in the interview pipeline:	21	
Total per month:	5	40
Number of interviews last month (May):	10	

End-to-end process

Average length of recruitment process 'weeks

	Actual	Target
Screened to Security Clearance	4.4	2
Security Clearance to LOO Sent	5.2	2
LOO Sent to Onboarded	3.4	1
Total	13.0	5

Sourcing channels effectiveness[4]

Channel types	Applications	Hired	% of new hires	Hire/applications
Internal to Public Service	61	5	9%	8%
Direct Source	28	4	7%	14%
Job Boards	289	10	19%	3%
Events, not tied to other sourcing types	49	4	7%	8%
Referrals	106	22	41%	21%
Total Partnerships	63	5	9%	8%
Other	130	4	7%	3%
Total	726	54		
Selected sourcing channels to highlight this week				
• IRCC	44	3	6%	7%
• Indeed	53	6	12%	11%

Sourcing events:

	Actual	Target
Number of sourcing events scheduled:	35	40

1. Role based pipeline details available in Workforce Planning Tool; 2. Candidates in the active pipeline are candidate who are actively going through the selection process (i.e., pre-screens and / or interviews); 3. Open positions excludes roles for which a candidate has received an offer (i.e. team is waiting on security clearance to onboard the candidate); 4. Sum of applications since Fall 2020. 5. Labs not shown are fully filled

◌ Filled or on track to be 4 weeks prior to when needed   ◐ Unfilled <4 weeks prior to when needed   ● Unfilled past date when needed

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Digital Journey Labs
Centre of Excellence

Digital Transformation Programme Board (DTPB)

June 16, 2021

Rappel : La Fabrique numérique, construire des services numériques pour répondre aux priorités du ministère

Construire rapidement les services numériques pour répondre à nos priorités ministérielles en 2021 et établir des capacités pour assurer la durabilité pour notre avenir.

Vision de la *Fabrique numérique* :

- Établir une structure organisationnelle agile permanente composée de plusieurs laboratoires numériques qui s'étend jusqu'à un Centre d'Excellence.

- Permettre la prestation rapide de services numériques pour nous assurer de respecter nos engagements en matière de solutions numériques et de transformation.

- Appuyer la reprise des activités opérationnelles du ministère.

- Offrir des services à la clientèle (avec une demande émergente de services numériques).

Le modèle de la *Fabrique numérique* :

Début de la Fabrique numérique
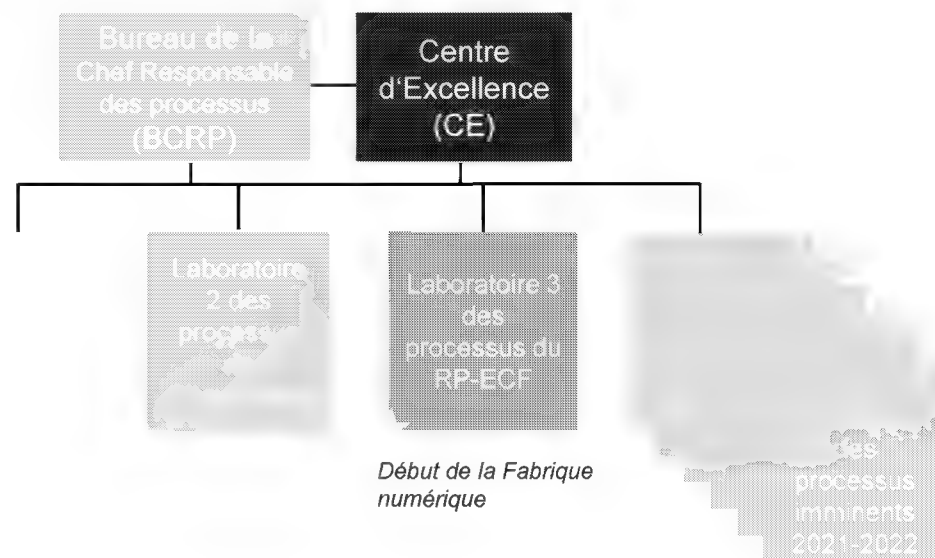
Un total de 9 laboratoires numériques qui produisent rapidement à grande échelle **sur la période 2019-2022**.

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IRCC's Digital Factory Center of Excellence (COE) will aim to empower and accelerate delivery while fostering a growth and learning environment

What is a Digital Factory COE?

COE is the leadership group for the Digital Factory.

Consists of a group of cross-functional leads responsible for scaling Digital Labs, driving focus on and alignment to departmental priorities, defining functional standards, learning and development, and removing impediments to ensure velocity of delivery for the Digital Factory.

The Digital Factory in turn has a laser focus on supporting IRCC meeting (and exceeding) departmental targets and priorities.

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Le Centre d'Excellence de la Fabrique numérique d'IRCC aura pour objectif de valoriser et d'accélérer la livraison tout en favorisant un environnement de croissance et d'apprentissage.

Objectifs stratégiques d'un CE de la Fabrique numérique

1

Accélérer la réalisation des priorités du département en mettant en place et en soutenant la vitesse et la réalisation des laboratoires numériques d'IRCC.

2

Définir des normes pour les différentes fonctions de la Fabrique numérique telles que l'approche Agile, la conception, la technologie et les opérations.

3

Développer et cultiver les talents dans les laboratoires numériques en dirigeant l'apprentissage et le développement par l'accompagnement.

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Le centre d'excellence de la Fabrique numérique d'IRCC visera à renforcer et à accélérer la livraison, tout en favorisant un environnement de croissance et d'apprentissage

Les principales responsabilités d'un centre d'excellence numérique comprennent…

Évoluer la Fabrique numérique avec des nouveaux laboratoires de processus numériques

Supprimer les obstacles pour les laboratoires numériques

Définir et opérationnaliser les pratiques d'ingénierie Agile

Définir les meilleures normes et pratiques de conception (par exemple, système de conception)

Standardiser les méthodes de travail Agile

Établir des normes technologiques et l'architecture de l'état futur

Soutenir les besoins de développement des talents des laboratoires à l'aide de l'encadrement et de la direction de communautés de pratique

Gouvernance légère et adaptée à tous les laboratoires

5

COE will operate as a formal structure within the Digital Factory to drive synergies and coordination across Digital Labs

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Center of Excellence

| TRV: Client | TRV: Officer | Citizenship | PR: Spousal | Future Labs |

- Chief Journey Owner → Journey Owner / Journey Owner / Journey Owner / Journey Owner / Journey Owner
- Chief Tech Lead → Tech Lead / Tech Lead / Tech Lead / Tech Lead / Tech Lead
- Chief Design Lead → Design Lead / Design Lead / Design Lead / Design Lead / Design Lead
- Agile Lead → Scrum Master / Scrum Master / Scrum Master / Scrum Master / Scrum Master
- Chief Strategy Lead → Business Analyst / Business Analyst / Business Analyst / Business Analyst / Business Analyst
- Digital Talent Lead → Digital Talent Engine, incl. Recruiters, Administrative Assistants, HR, etc.
- Data & Analytics Lead → Data Scientists & Data Engineers *(future / to-be-finalized)*
- Finance Lead
- Technical SMEs
- Chief Navigator

Part-time in collaboration with Finance team

☐ Center of Excellence roles

Lab roles / teams

☐ In discussion - exact need *to-be-finalized*

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Each role in the COE will lead their respective function across labs

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FULL ROLE DESCRIPTIONS AVAILABLE

Role	Role overview
Chief Journey Owner	Leads and shapes the overall vision and journey of the Digital Factory
Chief Tech Lead	Works across Labs and with other stakeholders to ensure journeys are technically sound
Chief Design Lead	Orchestrates, convenes, and teaches best-in-class design practices across Labs
Agile Lead	Supports cross-Lab unblocking, application of agile best practices, and convenes leaders
Chief Strategy Lead	Manages Digital Factory roadmaps aligned to departmental priorities, tracks outcomes
Digital Talent Lead	Drives best-in-class digital talent management, owning end-to-end digital candidate journey
Data & Analytics Lead	Owns Factory insight generation and analyses; applying data science and engineering
Finance Lead	Tracks Factory financial management, including budgeting, investments, and value
Technical SMEs	Role-by-role basis, e.g., shape solutions architecture and functional requirements gathering

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Le Centre d'excellence comprendra des rôles principaux et des rôles de soutien supplémentaires

● Rôle rempli
○ Candidat(s) identifié(s)

Rôle	Candidate(s)
● Propriétaire des processus numériques	• Connie Iatauro
○ Chef technique	• Ken Davis (interim)
● Chef responsable de la conception	• Jessica Lo
● Responsable Agile	• Amyn Gilani
● Chef responsable stratégie	• Joseph Cleyn
● Responsable des talents numériques	• Daphne Paquet

Rôles supplémentaires du Centre d'excellence

Responsable des données et de l'analyse
À déterminer

Responsable des finances
• Partenaire de la Finance

PME techniques
• Arpan Bhargav – Responsable fonctionnel

Navigateur de change
• À être determiner plus tard

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COE leads support and lead activities for Digital Labs while supporting broader Digital Factory priorities

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These include…

	Chief Journey Owner	Chief Agile Lead	Chief Tech Lead	Chief Design Lead	Chief Strategy Lead
Journey Labs support and coaching	1. Business baselining 2. Business Case 3. Roll-out and implementation 4. Metrics & value realization 5. Roadmaps for specific lines of business	1. Team norming 2. Agile workshop 3. MVP Workshop 4. Sprint 0 5. Estimation 6. Release planning 7. Sprint cadence and ceremonies 8. DoD and DoR 9. User story writing	1. Architecture and design alignment 2. Technology stack standardization 3. Cross training to develop full stack 4. Development craftsmanship 5. Mentoring	1. Baselining research support 2. ZBD Workshop 3. Future state vision alignment 4. Interaction pattern and visual design alignment 5. Mentoring and coaching	1. Business baselining 2. Roadmaps for specific lines of business 3. Business Case 4. Roll-out and implementation 5. Metrics & value realization
Digital Factory, cross-cutting leadership	6. Lead Sponsor engagement 7. Support JOs with product vision, ensuring alignment with departmental strategy 8. Coordinated roadmaps 9. Communities of Practice 10. Guide and engage SME and change management	10. Communities of practice 11. Scrum of Scrums 12. Own and shape overall agile methodology 13. Coaching Journey Owners and Scrum Masters 14. COE Sprint cadence 15. Update IRCC Digital Factory playbook	6. Community of Practise 7. Develop and owns the holistic view of tech capabilities 8. Cross-lab services champion 9. Work with IRCC tech leaders to align	6. Community of Practise 7. Design Operations (workflows, roles, tools, governance) 8. Design system creation & mgmt. 9. Research Operations (methods, tools, insight mgmt.) 10. Designer professional dev. pathways	6. Support Sponsor engagement 7. Outcome tracking at Digital Factory level 8. Coordinated roadmaps 9. Coaching Business Analysts and Journey Owners 10. Developing and improving business templates

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COE is typically mobilized across 4 key phases

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Activity	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28

1. **Identify & Prep** — Roles identified
2. **Transition & Onboard** — COE Kick-off (June 14th)
3. **Operationalize lab 5** — Baselining kick-off, Lab 5 ZBD, Lab 5 MVP
4. **Operate** — COE ZBD & MVP

Identify & Prep

- Align on COE construct and roles; identify and fill roles
- Draft initial governance & operating model; Prep for kick-off

Priority activities

Transition & Onboard

[~1 weeks]

- Kick-off COE
- Transition from existing roles to COE
- Onboard COE leads through 4 immersion sessions
  - Roles & responsibilities
  - Setting up lab 5
  - Operationalizing the COE
  - Coaching and learning guide intro
- Begin coaching sessions

Operationalize lab 5

[6-8 wks]

- Operationalize COE working model
- Support Digital Lab 5 Baselining, Dream and Design and Sprinting
  - Zero based design
  - Minimum viable product workshop
  - Future journey roadmap
  - Business case
  - Technical feasibility analysis
  - Sprint prep

Operate

[Ongoing]

- Setting an initial vision working session
- Sustain and drive COE priorities
- Weekly coaching sessions with respective Digital Lab leads
- Drive Scrum of Scrums
- Define standards for Digital Factory
- Lead launch of New Digital Labs

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IRCC Digital Lab
PR SCLP Business Case

Digital Transformation Programme Board (DTPB)

June 18, 2021

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Canada

Objectif

Présentation de l'analyse de cas du laboratoire numérique de la résidence permanente catégorie des époux et conjoints de faits (RP ÉCF).

- Expliquer la méthodologie et les hypothèses sous jacentes à l'analyse de cas.

- Illustrer comment le Laboratoire prévoit soutenir l'atteinte de résultats transformationnels et présenter les bénéfices financiers attendus en lien avec les gains potentiels d'efficacité.

- Partager la rétroaction initiale reçue relativement à l'analyse de cas.

- Obtenir votre endossement pour l'analyse de cas présentée.

2

Méthodologie

La méthodologie du RP ÉCF des laboratoires des processus numériques établit les fondements factuels et hypothétiques de notre base de référence afin d'identifier les mesures clés pour suivre les impacts sur l'expérience client, l'efficacité opérationnelle et l'intégrité du programme.

Le laboratoire RP ÉCF a utilisé différentes hypothèses clés tout au long de l'analyse de cas, qui proviennent en grande partie de la phase de base de référence, et qui sont liées à la répartition des ETP, aux temps de traitement pour les clients, aux temps de contact actifs de base, aux coûts, etc.

Ces hypothèses sont dérivées d'estimations fournies par nos experts en la matière sur la base des normes de performance, des documents du FFR et d'autres documents/informations clés fournis par les Finances, DGPRO, les Opérations et d'autres parties prenantes.

➢ Une ventilation caractéristique par caractéristique a été développée pour montrer l'impact complet par rapport au temps de traitement actif, à la valeur monétaire et à la réduction de la durée de bout en bout (divisé par le PMV par rapport à la feuille de route de la première année);

➢ A partir de la mise à l'échelle totale, une ventilation évaluée caractéristique par caractéristique de la valeur monétaire attendue par an a été définie, qui tient compte de la séquence de livraison, du plan pilote et de la croissance du volume attendue jusqu'en 2023-2024.

➢ Des hypothèses ont été faites sur le taux d'adoption et les impacts potentiels sur les temps de traitement (de bout en bout et actif), qui ont été tirées des expériences d'IRCC dans d'autres activités et d'organisations partenaires qui ont connu un passage similaire du papier au numérique.

3

Laboratoire numérique de la RP ÉCF- Principales conclusions de base

L'expérience du client de bout en bout prend
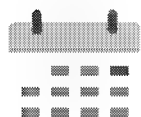
~17 – 22 mois

Dont **~11 – 14 mois**
de durée de **traitement contrôlée par IRCC** 1

~4 – 5 heures

Le temps de traitement actif d'une demande par les employés d'IRCC.[2]

~93%

De taux d'approbation; **les demandes pour les conjoints au Canada** ayant le taux **le plus élevé** de 96 %[3]

En 2019, nous avons traité…

~69k applications

Dont

🍁 **37% étaient au Canada**

✈ **63% étaient à l'étranger** [4]

~90%

des demandes de RP ÉCF ont été présentées par **des conjoints** en 2019[4]
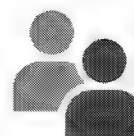
~410 ETPs

Collègues en traitement des programmes pour l'année fiscale FY19-20[5]

1. La durée de bout en bout a été calculée comme le 80e percentile en utilisant les données de l'OPPB ; Comprend seulement les cas approuvés et admis et exclut les cas dans les catégories de "politique publique" ; Basé sur le nombre de cas en personnes, pas les demandes ; Comprend la phase de traitement (de la préparation du dossier à la décision finale) et exclut les phases de recherche, de demande et d'admission | 2. Comprend le traitement (de la préparation du dossier à la décision finale) et les phases d'admission ; Représente le temps de traitement actif moyen passé à travailler sur un dossier par le personnel de soutien, les agents et les officiers. Les études de temps et de mouvement étaient limitées par COVID et ont été estimées par des PME ; Moyenne pondérée de FC1 et FCC pour le Canada, et FC1, FCC, et FCE pour l'étranger | 3. Le taux d'approbation est une moyenne pondérée calculée comme étant les demandes approuvées divisées par la somme des demandes approuvées et refusées, excluant les résultats des répondants ; Basé sur le nombre de personnes et non de cas | 4. Basé sur les données de volume de l'OPPB 2019 | 5. Inclut les ETP et les coûts associés au traitement des répondants, des demandeurs et des personnes à charge ; basé sur FY 2019-20

Value sizing was conducted in collaboration with SMEs from across IRCC to assess the potential impact of MVP and one year roadmap features.
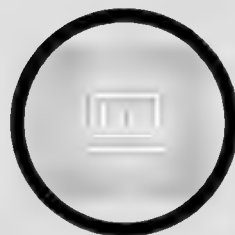
Approach

Mapped IRCC tasks to ideas generated during ZBD and applied efficiency assumptions grounded in multiple SME working sessions.
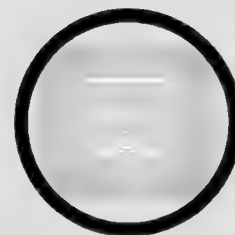
Stakeholders

Worked with partners across IRCC to inform mapping of value – noting full impact realization is contingent on dependencies and will evolve based on COVID-19 and business resumption realities.
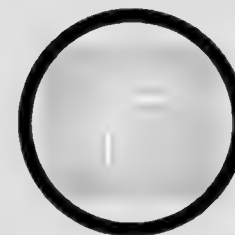
Goal

This sizing will inform prioritization of features, but is not a final assessment of program opportunities.

5

Le laboratoire numérique RP ÉCF aura un impact significatif à long terme pour les clients et le personnel d'IRCC après l'achèvement de la feuille de route d'un an[1]

Impact sur le client

100%

des clients auront la possibilité de faire une demande en ligne pour le RP ÉCF

~24-33%

Réduction de l'expérience ressentie par le client (expérience ressentie par le client)

Excellence opérationnelle

~33-45%

Réduction de **l'expérience des officiers/agents** (ex. le temps de traitement actif)

~37-51%

Augmentation de **la capacité totale des décisions sur les demandes**

Intégrité du programme

Assurer qu'un plan de gestion intégré des risques soit élaboré par DGGRI.

Afin d'assurer la cohérence de la manière dont les risques sont identifiés, mesurés, atténué et signalés dans l'ensemble de l'initiative.

1Les implications de ressources sont susceptibles d'être modifiées ; l'intégrité du programme aura des répercussions sur l'excellence opérationnelle et l'impact sur le client.

6

The PR – SCLP MVP and One-Year roadmap set the foundation for a fully digital, reimagined vision

MVP build: ~3 months starting Q1 FY 2021-22

One-year: additional ~9 months starting Q2 FY 2021-22

Feature		Description	Feature		Description
Officer	**Inventory management**	The SCLP lab will leverage Chinook as the PR FC inventory management tool in order to help distribute workload			*Continued development of feature in one-year roadmap*
	Case Processing Tool[1]	A PR case processing tool that: • Allows officer/agents to view all applications assigned to them • Displays pertinent information in the application • Provides the ability to make assessments on the application and take notes			*Continued development of feature in one-year roadmap (including link between case processing tool and GCMS)*
Client	**Client notifications**	Increased communications with client by sending relevant notifications to clients advising them when certain actions are completed in the file			*Continued development towards automation of client notifications*
				PR Digital intake tool	Creation of a pipeline from the PR Digital Intake Tool to GCMS upon submission, with client documents linked
				Document completeness	PR Digital Intake Tool will ensure complete submissions; initially only a simple query to check if files are uploaded but with opportunity to add functionality over time (e.g., real-time feedback)

1. Connection between Case Processing tool and GCMS will be delivered concurrently with a future GCMS release (next release planned for Nov 2021)

7

The PR – SCLP "North Star" lays out a reimagined 3-year roadmap for IRCC (1/2)

The PR – SCLP Lab's aspirational vision is to modernize and enhance the end to end journey for both IRCC clients and staff.
More specifically, the lab aims to simplify and streamline the client experience through a complete digital intake process, tailored application experience, and building effective communication channels. The lab will also modernize program delivery and leverage innovative technologies to streamline processing.
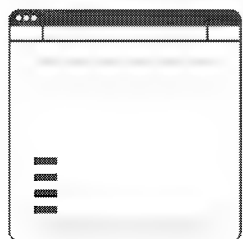
Seek

Design a user-friendly, clear, concise, and effective website to reduce end-user vulnerability.
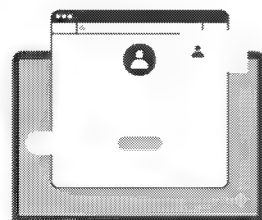
Apply

A digital platform that features tailored online applications based on individual client profiles, to facilitate intake of complete applications.
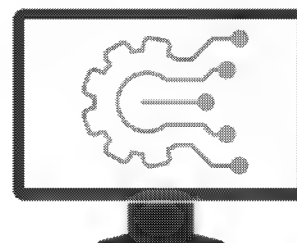
Processing

Only complete applications are received, robust inventory management triggers automated triaging, leveraging AI to triage based on complexity. Dashboards will help prioritize files, direct officer attention where needed, and activities can be completed in bulk.

Landing

Digital file with information effectively summarized will allow for a seamless landing process.

8

The PR – SCLP "North Star" lays out a reimagined 3-year roadmap for IRCC (2/2)

The PR – SCLP Lab's aspirational vision is to modernize and enhance the end to end journey for both IRCC clients and staff.
More specifically, the lab aims to simplify and streamline the client experience through a complete digital intake process, tailored application experience, and building effective communication channels. The lab will also modernize program delivery and leverage innovative technologies to streamline processing.

Seek	Apply	Processing	Landing
Details			
Personalized Applications: Based on the information the client provides as they are completing their profile, the system provide the client a personalized application.	An automated intake process that loads applications directly into GCMS / integrating the information in the PR Digital intake tool to GCMS.	Manage the inventory and distribute the workload more effectively by leveraging the Chinook 1.5 Inventory Management tool. Simplify the application process with a cloud based Case Processing tool that allows the extraction of relevant information and the ability to make assessments and take notes. Assist in identifying and processing low risk files incorporating the endeavours of Solutions Branch in terms of advanced analytics.	Bulk decision method for low complexity and low risk files.
Impact			
Reduce in client vulnerability and increase confidence. Clients will spend less time researching and submitting inquires to IRCC.	Up to **50% reduction in client-felt E2E duration.**	Up to **60% reduction in IRCC-felt E2E duration** related to processing activities (includes file prep, sponsor and applicant processing, and final decision). * MVP 1 features	**Clear and welcoming** landing process for clients.

9

Outcomes: PR – SCLP is focused on building the features and functionality that drive the greatest value for IRCC and its clients

Outcome orientation	Impact driver	Current state baseline (2019)[8]	MVP value (by Q2 FY 2021-22)[6]	One-year value (by Q1 FY 2022-23)[7]	Other benefits
Client experience	Client-felt E2E, *from Seek to Landing*	**17-22 months** (11-14 months of IRCC processing) [1]	**~9-12%** client-felt reduction	**~24-33%** client-felt reduction	Digitized application process helps **improve client experience**
Operational excellence	**Productivity**: Active processing time (APT)[2]	**4-5 hours** Breakdown: **~45%** for **Officer/agent** **~55%** for **Clerical staff**	Reductions in APT per application: **~15-20%** for **Officers/Agents** **~3%** for **Clerical staff**	Reductions in APT per application: **~33-45%** for **Officers/Agents** **~25-35%** for **Clerical staff**	Streamlined information expedites simple tasks to **allow officers to focus on more complex tasks**
	Operational efficiency: Annual capacity[3]	**69K** (levels increasing to 101K in 2021)	**~3-4%** overall increase (*~18-25% for Officers/Agents*)	**~37-51%** overall increase	**Increased IRCC staff productivity** means more processing capacity for value-added activities
	Cost base: Salary costs[4]	**$17M** (increasing in 2021 to accommodate increased levels)	**~12%** reduction in cost base (*~$2M annual run-rate impact*)	**~30-41%** reduction in cost base (*~$5-7M annual run-rate impact*)	Increased capacity to process PR – SCLP applications **without increasing costs**
Program Outcome & Program integrity	**Approval rate**[5]	**93%**	**Monitored**	**Monitored**	Program integrity **monitored** while increasing IRCC staff productivity

1. E2E duration calculated as 80th percentile using OPPB data; Includes only approved and landed cases and exclude cases under "Public Policy" categories; Based off case count in persons, not applications; 'Client-felt' includes all phases (Seek, Apply, Processing [from File Preparation to Final Decision], and Landing), 'IRCC processing' includes Processing phase only; | 2. Average active processing time spent working on one file by support staff, agents, and officers; Includes Processing (from File Preparation to Final Decision) and Landing Phase | 3. Includes Approved, Refused, and Withdrawn applications and excludes applications under Public Policy category; Based on case count in persons, not applications | 4. Includes salary costs associated with processing of Sponsors, Applicants, and Dependents; based on FY 2019-20 | 5. Approval rate for all In-Canada Class (FC1 and FCC) and Overseas (FC1, FCC and FCE) combined| 6. Ranges for MVP, one-year roadmap, and full run rate are calculated as an 80% lower bound and 110% upper bound; MVP value represents impact to be achieved by the end of Q2 FY 2021-22; MVP value is a portion of the total value, that will scale to 100% functionality over the course of 1 year roadmap| 7. One-year value represents impact to be achieved by the end of Q1 FY 2022-23 | 8. Baseline metrics are based on pre-COVID data.
Source: OPPB volume 2019 data, FY2019-2020 Finance Data

Le plan de déploiement du Laboratoire RP ÉCP suit un ensemble de principes directeurs pour assurer une mise en oeuvre réussie

Principes directeurs

Étapes clés du déploiement

A Groupes discussions initiaux: ~5% des réseaux[2]

B Déploiement sur le reste des réseaux

Le déploiement commencera avec un public restreint et ciblé, et s'étendra progressivement à mesure que les jalons sont atteints en utilisant les meilleures pratiques de gestion du changement.

Le nombre d'officiers / agents utilisant les fonctionnalités PMV peut être augmenté plus rapidement ou plus lentement en fonction de la rapidité avec laquelle les jalons sont atteints et de l'état de préparation des réseaux.

Les officiers / agents choisis pour les groupes de discussion doivent faire preuve de leadership au sein de leur secteur et d'une volonté d'agir en tant que champion du changement pour assurer une adoption réussie à grande échelle.

11

SME's feedback

Following consultations with SMEs of different sectors/branches, here's a recap of the comments received. Finance and IN provided, other sectors comments are pending.

COMMENTS	SECTOR	RESULTS
Although the 2019 salary cost baseline was $17M, in 2021 this would increase to accommodate levels.	Finance	Amended the Business Case accordingly
Levels 2021 should not be used as 2024 projections	Finance	Removed all mention of levels from the Business Case
The **Client Notifications** feature needs to be effective communication, and not just increased communication	International Network	Agreed. The Lab will communicate based on researched pain points
Change Management needs to be more in the forefront.	International Network	Agreed. Change Management will be a key to success and our lab will continue to collaborated with TCMO.
MVP value and potential efficiency gains are assumptions based on a baseline from pre-COVID and are subject to a +/- x% change. Suggested this should be in a slide (rather than a footnote).	International Network	Agreed. We will voice over this key point in any presentation

Discussion et prochaines étapes

- Les membres du Conseil approuvent-ils la méthodologie à l'appui de l'analyse de cas du laboratoire RP ÉCF et la poursuite de cet exercice, pour affiner et mettre à jour les bénéfices attendus?

- Y a-t-il des éléments additionnels que les membres du conseil aimeraient voir ajouter à l'analyse de cas alors que nous raffinons ce processus?

Prochaines étapes

- Compléter la collecte des commentaires par tous les secteurs et mettre à jour l'analyse de cas en conséquence.

- Présentez l'aperçu de l'analyse de cas au Conseil de Transformation du Programme Numérique, le 18 juin et à Comtrans le 25 juin.

Appendix

Immigration Refugees   Immigration Réfugiés
and Citizenship Canada   et Citoyennete Canada
Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information

High level overview:
Emerging integrated perspective of the end-to-end PR – SCLP journey

DRAFT – FOR INTENDED RECIPIENTS ONLY   FOR INTERNAL USE ONLY

End to end officer/agent journey

Journey from application reception to final decision:

Active processing time[1]:

- **In-Canada:** ~245-299 mins (~4-5 hours)

- **Overseas:** ~227-277 mins (~4-5 hours)

End-to-end (E2E) duration[2]:

- **In-Canada:** ~11-12 months

- **Overseas:** ~13-14 months

Operational excellence

68,620 applications[3] processed in 2019; 25,426 (37%) In-Canada and **43,194** (63%) Overseas

- **In-Canada:** 80% Spousal and 20% Common Law

- **Overseas:** 96% Spousal, 3% Common Law and 1% Conjugal

409 FTEs in PR – SCLP program processing[4] in FY19-20

$29.1M annual spend related to direct processing[4] in FY19-20 **($17.0M in salary costs; $12.1M in others costs)**

Program Outcome & Program Integrity

~92.8% approval rate[5] in 2019

- **In-Canada:** 96% Spousal and 93% Common Law

- **Overseas:** 92% Spousal, 91% Common Law and 58% Conjugal

~6% of total applicants (~3.5K) were refused in 2019[6]

- **Top refusal ground** was related to **bona fides of relationship** – 85% of total refusals (~3K)

1. Average active processing time spent working on one file by support staff, agents, and officers); Weighted average of FC1 and FCC for In-Canada, and FC1, FCC, and FCE for Overseas; Includes Processing phase (from File Preparation to Final Decision) and excludes Landing Phase | 2. E2E duration calculated as 80th percentile using OPPB data; Includes only approved and landed cases and excludes cases under "Public Policy" categories; Based off case count in persons, not applications; Includes Processing phase (from File Preparation to Final Decision) and excludes Seek, Apply, and Landing phases | 3. Includes Approved, Refused, and Withdrawn applications and excludes applications under Public Policy category; Based on case count in persons, not applications | 4. Includes FTEs and costs associated with processing of Sponsors, Applicants, and Dependents; based on FY 2019-20 | 5. Approval rate is a weighted average calculated as approved applications divided by sum of approved and refused applications, excluding sponsor results; Based on count in persons, not cases | 6. Sponsor refusal is not included in overall refusal calculation

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Integrated Client & IRCC staff end-to-end view of the PR – SCLP journey

DRAFT – FOR INTENDED RECIPIENTS ONLY   HIGHLY PRELIMINARY   Part of client journey only

End-to-end process flow

		Seek	Apply	Processing				Landing	
				File Preparation	**CN – Sponsor Eligibility Decision**	**CN / DN / IN – Applicant Decision**	**Final Decision**	**DN / IN – Receive CoPR**	**DN Office / CBSA – Receive PR**
Officer/ agent/ support staff	**As an officer, agent or support staff member, I…**			Intake at CN Conduct Document Compliance Review Create file Conduct pre-screening	Assess Sponsor Eligibility	Assess Eligibility Assess Admissibility File transferred to IN/DN (if required) Interview at IN / DN (if required)	Render final decision & finalize file/fees Submit final decision Send refusal documents (if refused)	Print CoPR	Finalize PR at office landing

		Seek	Apply	Processing				Landing	
Client	**As a client I…**	Visit IRCC website Contact support centre (if required)	Prepare and submit application	Receive acknowledge-ment letter (with file number)	Receive notification of sponsor eligibility decision	Complete interview and/or submit additional documents (if required)	Receive notification of final decision Submit passport (if required)	Receive CoPR in mail	Receive stamp to mark date of becoming a PR

16

000459

Inventory Management

The SCLP lab will leverage the Chinook tool to build a PR FC inventory management tool, which will effectively manage the inventory, triage activities and applications, and distribute the workload.

Impact

61-84 days

Reduction in **client-felt end-to-end** duration

Supports officers by driving caseload distribution and reducing file transfers

12-16 mins

Reduction in overall **active processing time**

Alleviated pain points

As a Client...

- **My application will be processed faster** because the inventory is managed effectively, resulting in timely processing of the various stages of my application.

As an Officer...

- I can **process activities and applications faster and more effectively** because they are assigned to me based on my area of responsibility and level of experience.

Source: OPPB 2019 volume data, FY2019-2020 Finance Data

17

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②

Case Processing Tool

The case processing tool allows officers to process applications in a cloud environment outside of GCMS, viewing key information on the file, completing activities and allowing officers to render decisions. Actions will then be transmitted into GCMS[1]

Impact	Alleviated pain points

13-17 days

Reduction in **client-felt end-to-end** duration

29-39 mins

Reduction in overall **active processing time**

Supports officers by creating a user-friendly digital processing experience

As a Client I am…

- **Able to receive my decision faster,** increasing my overall satisfaction

As an Officer I can…

- **View all applications assigned to me,** helping me assess and prioritize my workload.
- **Spend less time navigating** from screen to screen.
- **Quickly see key indicators,** such as adverse information, to more effectively approach the processing of the application.
- **Update information directly in the tool,** such as actions and notes.

1. Connection between Case Processing tool and GCMS will be delivered concurrently with a future GCMS release (next release planned for Nov 2021)

Source: OPPB 2019 volume data, FY2019-2020 Finance data
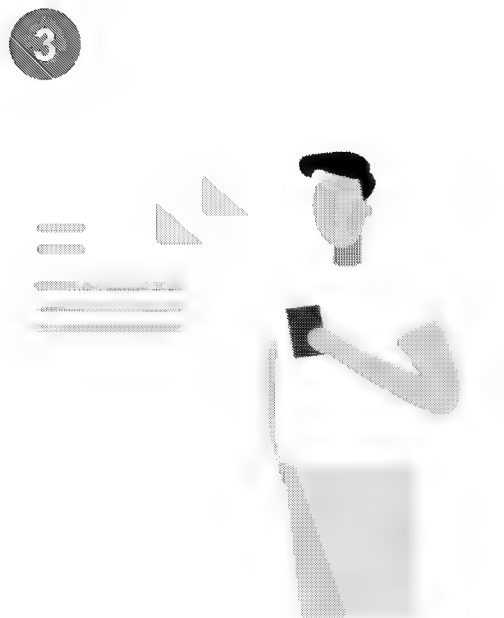
Immigration Refugees   Immigration Réfugiés
and Citizenship Canada   et Citoyennete Canada
Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès a l'information

3

Client Notifications

Increased communications with client by sending relevant notifications to clients advising them when certain actions are completed in the file.

Impact	Alleviated pain points

30-41 days

Reduction in **client-felt end-to-end** duration

As a Client I am…

- **Kept more informed on the status of my application,** reducing my uncertainty and making me less inclined to submit inquiries to IRCC.

- **Reminded to submit additional documents in a timely manner,** allowing my application to be processed faster by IRCC.

As an Officer…

- **Tasks are automated** in order for me to dedicate focus on processing applications.

Allows officers to send automated notifications to clients

Integrated IRCC staff end-to-end view of the PR – SCLP journey (1/2)

DRAFT – FOR INTENDED RECIPIENTS ONLY   **HIGHLY PRELIMINARY**

Active Processing Time used to allocated FTE and Costs (shown on next page)

End-to-end process flow

Officer/ agent/ support staff

Processing				Total Process[5,6]	Landing		Total Journey[6,7]
File Preparation	CN – Sponsor Eligibility Decision	CN / DN / IN – Applicant Decision	Final Decision		DN / IN – Receive CoPR	DN Office / CBSA – Receive PR	

Sponsor and Applicant processing is not a linear process[2]; Eligibility accounts for majority of the time in Applicant Decision

End-to-end (E2E) duration, days (months)[1]

	File Preparation	CN – Sponsor Eligibility	Applicant Decision	Final Decision	Total Process	Landing	Total Journey
In-Canada[2,3]	51-53	264-276	16-17	4-5	335-351 (11-12)	43-51	386-394 (~13)
Overseas[2]	77-81	26-27	276-292	13-14	392-414 (13-14)	77-104	469-518 (16-17)

Active processing time, mins (hours)[4]

	File Preparation	CN – Sponsor Eligibility	Applicant Decision	Final Decision	Total Process	Landing	Total Journey
In-Canada	106-128	28-35	103-126	8-10	245-299 (4-5)	23-29[8]	268-328 (4-5)
Overseas	89-109	23-28	101-123	14-17	227-277 (4-5)	26-32[9]	253-309 (4-5)

1. End-to-end (E2E) duration analysis includes only approved and landed cases and excludes cases under "Public Policy" categories; Based off case count in persons, not applications; Values represent 80th percentile of E2E duration of each step in days (months in brackets) | 2. Variation in duration of steps for In-Canada vs Overseas is due to differences in how each network processes applications (CN/DN for In-Canada vs CN/IN for Overseas – e.g., sponsor eligibility is longer for In-Canada due to applicant assessment often being started in parallel) | 3. Duration numbers are outlined as ranges; lower bound values and upper bound values may not sum exactly to total journey | 4. Values represent average active processing time spent working on one file by support staff, agents, and officers. Time and Motion studies were limited by COVID and were estimated by SMEs; Weighted average of FC1 and FCC for In-Canada and FC1, FCC, and FCE for Overseas; Values have been ranged +/- 10% | 5. Total duration of Processing phase (from File Preparation to Final Decision); Numbers may not sum exactly due to rounding | 6. Range represents difference between calculating total duration as the sum of each step vs end-to-end | 7. Total duration of Processing and Landing phases (from File Preparation to Receive PR); Numbers may not sum exactly due to rounding | 8. Includes 10 min step done by an LES/ELE 2-7 in IN on 10% of files, which was excluded in allocation of finance data (FTE and costs) | 9. Includes 25 min step done on all files by either a PM-1 in DN or FB-3 in CBSA, which was excluded in allocation of finance data (FTE and costs)

Source: OPPB volume 2019 data

Integrated IRCC staff end-to-end view of the PR – SCLP journey (2/2)

DRAFT – FOR INTENDED RECIPIENTS ONLY   HIGHLY PRELIMINARY

Active Processing Time used to allocated FTE and Costs (shown on next page)

End-to-end process flow

Officer/ agent/ support staff		Processing				Total Process[3,4]	Landing	Total Journey[4,5]
		File Preparation	CN – Sponsor Eligibility Decision	CN / DN / IN – Applicant Decision	Final Decision		DN / IN – Receive CoPR	DN Office / CBSA – Receive PR
Full-time equivalent (FTE)[1,2]	In-Canada	62-76	19-24	60-73	5-6	146-179	7-8	153-187
	Overseas	37-46	26-32	131-160	14-17	208-255	7-9	215-264
	Total	**99-122**	**45-56**	**191-233**	**19-23**	**354-434**	**14-17**	**368-451**
Direct salary costs ($M)[1,2]	In-Canada	$3.2-3.9	$1.2-1.5	$3.7-4.5	$0.3-0.4	$8.4-10.3	~$0.4	$8.8-10.7
	Overseas	$1.9-2.3	$1.5-1.9	$2.7-3.3	$0.4-0.5	$6.5-8.0	~$0.1	$6.6-8.1
	Total	**$5.1-6.2**	**$2.7-3.4**	**$6.4-7.8**	**$0.7-0.9**	**$14.9-18.3**	**~$0.5**	**$15.4-18.8**
Non-salary costs ($M)[2]	Total	**$0.5-0.6**	**$0.1-0.2**	**$0.5-0.6**	**~$0.1**	**$1.2-1.5**	**~$0**	**$1.2-1.5**

1. FTE count includes Overseas staff paid by Other Government Departments (OGD); Direct salary costs excludes OGD costs associated with Overseas staff | 2. Values have been ranged +/- 10% | 3. Total duration of Processing phase (from File Preparation to Final Decision); Numbers may not sum exactly due to rounding | 4. Range represents difference between calculating total duration as the sum of each step vs end-to-end | 5. Total duration of Processing and Landing phases (from File Preparation to Receive PR); Numbers may not sum exactly due to rounding

Source: OPPB volume 2019 data, FY2019-2020 Finance Data

Immigration Refugees and Citizenship Canada   Immigration Réfugiés et Citoyenneté Canada
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To scale, the PR – SCLP Digital Lab will roll out MVP functionality, guided by milestones and engagement with core stakeholders

Roll-out plan and implementation requirements for success

Volume of PR-SCLP applications	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Q1 2022-23

0%   ~5%   ~15%   ~55%   ~90%   100%

Roll-out segment[1]

- *Initial focus groups in IN and CN (CIO-S)*

- Begin roll-out to IN and CN (CIO-S)
- Initial focus group at CN (CPC-O) & Begin roll-out

- Continued roll-out to IN and CN
- *Initial focus groups in DN & CN (CPC-M)*

- Full roll-out to IN & Continued roll-out to CN & DN

- Full roll-out to CN & DN

Implementation requirements for success of focus groups and full roll-out

- Development of **training plan for officers** (e.g., training manuals)
- Development a **change management plan**
- Development of **standard operating procedures** (SOPs)
- Development of **maintenance plan** for changes to tool (e.g., major updates to GCMS)
- **Other considerations:** availability of troubleshooting, English and French versions

- **Ongoing officer training/mentorship and refinement of training plan** (e.g., standardization of training manuals, identification of mentors/"super users")
- **Implementation of SOPs**
- **Ongoing updates to maintenance plan**
- **Refinement of change management plan** and ongoing engagement with stakeholders
- **Touchpoint with Comms and CSC** to resolve client concerns regarding notification feature
- **Qualitative client feedback** tracked through experience surveys

1. Implementation rate/uptake of 90% assumed for all stages of roll-out plan | 2. Milestones are incremental unless otherwise stated

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The PR – SCLP Digital Lab roll-out will start small and grow incrementally, guided by milestones and engagement with core stakeholders

Operational, client, and tech key milestones[1]

	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Q1 2022-23
Volume of PR-SCLP applications	0% ~5% ~15%		~55% ~90%	100%

| Roll-out segment[2] | *Initial focus groups* in IN and CN (CIO-S) | Begin roll-out to IN and CN (CIO-S) — Initial focus group at CN (CPC-O) & Begin roll-out | Continued roll-out to IN and CN — *Initial focus groups* in DN & CN (CPC-M) | Full roll-out to IN & Continued roll-out to CN & DN | Full roll-out to CN & DN |

Operational milestones (Reduction in IRCC staff active processing time) for MVP

	80% tool satisfaction rate with officers		
Initial officer feedback indicates improvement in productivity and officer experience.	5-10%	10-15%	15-20%

Client milestones (Reduction in E2E duration) for MVP

2-5%	5-10%	9-12%

MVP is fully rolled out

Tech stage milestones

- Bugs can be detected with automated QA; all identified bugs are resolved.
- First **2-5%** of applications handled by Inventory Management Tool and Case processing tool.
- Features work on SIGNET computers.

- **90%** of bugs can be identified and solved within **48** hours.
- Officers can take notes digitally.
- Sufficient technical support available as tools rolled out to more agents.

- Few bugs to resolve

- Batch loading incorporated into GCMS by Feb 2022

1. Milestones are incremental unless otherwise stated | 2. Implementation rate/uptake of 90% assumed for all stages of roll-out plan

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IRCC Digital Lab
Citizenship Journey

Digital Transformarion Programme Board (DTPB)

June 18, 2021

Recall: The Citizenship Lab Digital Business Case was presented to the Transformation Program Board on April 22nd April and shared secretarially with TransCom on May 4th, 2021

- **The Board Members were very supportive of the Journey Labs Citizenship Business Case.**

- Members agree that it reflects concrete business outcomes **for client experience, operational efficiency and program integrity** and with the underlining **assumption methodology.**

- Considering the three transformation areas of business, technology and policy neediness, there is a consensus that **operational readiness and timing of implementation needs to be taken into account** in light of the existing backlogs and the current operational context.

- As capacity and achievement of targets are closely connected, Finance raised the need to **assess the future savings on productivity/salary dollars** once targets are available.

- The Cit Journey Lab case analysis **approach is aspirational** and aligned with the department's objective to pursue its digital transformation as it transitions from paper to digital.

Action item:
1- Highlight Operational business readiness consideration as part of the caveats and concerns slide.

2

Objectif/Purpose

Présentation pour information des résultats préliminaires de l'analyse de cas du laboratoire numérique de l'octroi de la citoyenneté débutée en 2020.

3

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Recall: Citizenship Digital Lab delivered an MVP in Nov/Dec 2020 focused on a client digital application and agent intake tool

Client Digital Application
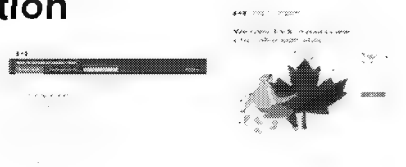
Easy to use digital application will allow clients to submit their application and documents digitally with no paper involved.

Agent Intake tool
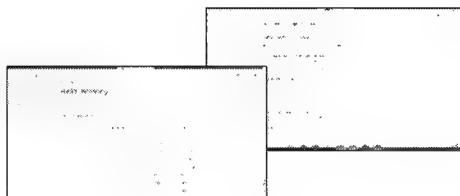
Digital intake tool will allow agents to perform completeness checks and process files remotely.

Current Status*

- **9,956** applications submitted using client digital application
- **919** applications checked for completeness
- **44** incomplete applications have been returned to clients
- **850** applications promoted to GCMS for continued processing

* As of June 4th 2021

4

Citizenship Digital Lab MVP is building the foundation for significant impact across client and agent/officer experience alongside operational efficiency

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Outcomes	Impact lever	Baseline	MVP – preliminary outcomes	Considerations
Client experience	Client application submission	9.13 – 45.63 days	**18 days**	The average time between a client registering for an account and submitting an application is 18 days.
Operational Efficiency (CN experience[1])	Duration in scope of MVP **(total)**	42 mins	**38 mins**	Business case anticipated 6-7 minute reduction in active touch time at full-run rate. Early timings of CN processing steps achieving ~60% of anticipated benefits.
	• Completeness check[2]	6 mins	**7 mins**	Time saved by not needing to move paper offset by time taken to open/review multiple attachments in the intake tool and waiting for applications to be uploaded to GCMS[4]
	• Data entry & promotion	18 mins	**11 mins**	Time savings as a result of having some data pre-populated[5]
	• File review/ Risk triaging	18 mins	**20 mins**	No savings due to having to navigate/open individual documents in GCMS[4]
	• File Transfers to DN	Electronic and physical	**Electronic**	This step was not tracked at the minute level as a general allotment role covered multiple steps (like sorting files, gathering documents, bundling files packaging etc.)

This preliminary CN view is based on less than 10% of online applications that have begun moving through the intake phase. These timings and outcomes will continue to be refined and updated on a regular basis.

1.CN experience excludes mailroom activities, CN decision activities for low-risk Endeavour applications and file transfer to DN | 2.Completeness check for baseline activity was undertaken by CR03 and included paper file assembly; MVP activity is undertaken by CR04 and includes sending applications to GCMS | 3.Data entry activity previously undertaken by CR03 and now by CR04 | 4.Further gains to be realized with agent processing tool enhancements (future roadmap feature) | 5. Further gains to be realized with population of physical presence calculator data (future roadmap feature)

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Other steps in the Citizenship Digital client journey that are not part of the current MVPs

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Outcomes	Impact lever	Baseline[1]	MVP – preliminary outcomes[1]	Considerations
Operational Efficiency (DN experience[2])	Duration in scope (DN total)	21.5 - 52 mins	**36 - 52 mins**	Business case anticipated an overall 6-7 minute reduction in active touch time at full-run rate, including benefits for the DN intake portion and file retirement. Though early timings of select DN processing steps are not showing the full benefits expected, we are unable to assess whether this is result of MVP or other initiatives implemented to respond to pandemic.
	▪ Transfer File Acceptation	1.5 mins	**0 mins**	Processing step eliminated as a result of application digitalization.
	▪ Pre-interview preparation[3]	7 - 30 mins	**19 - 25 mins**	No savings partly due to having to navigate/open individual documents in GCMS[4]
	▪ Interview[5]	7 - 15 mins	**11 - 21 mins**	No savings partly due to having to navigate/open individual documents in GCMS[4]
	▪ Decision[6]	6 mins	**6 mins**	No change

This preliminary DN view is based on the 180 applications selected as part of the end-to-end testing cohort.
These timings and outcomes will continue to be refined and updated on a regular basis.

1. Range reflects distinction between Routine and Complex applications | 2.DN experience excludes file acceptance from CN, event scheduling, knowledge test, hearings and ceremonies | 3.Pre-interview preparation includes integrated search, review of all submitted documents and review of client submitted passport pages. Review of passport pages is a new activity as a result of virtual interviews implemented in pandemic and was not included in baseline | 4.Further gains to be realized with agent processing tool enhancements (future roadmap feature) | 5. Baseline figure based on in-person interview; MVP figure based on new virtual interview implemented in pandemic | 6.Decision includes file review, updating eligibility activities in GCMS and granting citizenship

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Appendix : Overview of the Citizenship Lab Business Case

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Methodology

As IRCC strives to become a data-driven organisation, the Journey Lab methodology lays out a fact and assumption-based foundation of our baselining exercise to identify key measures to track impacts on client experience, operational efficiency and program integrity.

The Journey Lab leveraged key assumptions throughout the business case which are related to FTE breakdown, E2E client-felt processing times, active touch times and costs.

These assumptions were derived from previous time in motion exercise results, FRR documents and other key documents/information provided by Finance, OPP, Operations and other stakeholders.

➢ **A feature-by-feature breakdown** was developed to show the full run-rate impact against active processing time, dollar value and E2E duration reduction (split by MVP vs Y1 roadmap).

➢ As part of total scale-up, a feature-by-feature breakdown of **expected dollar value per year** was defined which accounts for delivery sequencing, pilot plan and expected volume growth through FY2023-2024.

➢ **Assumptions were made about uptake rate, and potential impacts on processing times** (E2E and active), which were drawn from IRCC experiences in other LOBs and partner organizations who went through similar shifts from paper to digital.

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Caveats and concerns

Following consultations with DGOs of different sectors/branches, comments were received indicating concerns from Operations and Program around the achievement of the benefits outlined in the business case draft.

In response, we would like to outline the following caveats :

- The analysis of the **current baseline** was undertaken in Spring 2020 and may not reflect the 2021 environment
  - COVID hampered ability to undertake official E2E time-in-motion activity to baseline productivity; various existing materials were leveraged and estimates from SMEs utilized to fill missing pieces.

  - **Business readiness and timing of implementation** will be taken into account as we continue to validate the assumptions through the MVP End to End testing and confirm firm outcomes**

- **Impacts anticipated** for each feature in the roadmap are **based on assumptions** made on how the feature *could* be developed/delivered and may not reflect what ends up being built for an MVP version.

- The speed at which **benefits may be realized** are dependant upon
  - timeline for features being fully developed and scaled-up
  - learning curve of employees when adopting new digital tools
  - decisions on managing inventory of paper applications and incoming e-applications
  - processing in a pandemic and post-pandemic environment

- **Metrics activities** related to processing efficiencies and the client-felt journey will be undertaken and will **inform the adjustment of assumptions**, where required, and the overall impact of features.

**added following presentation to the Board

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Laboratoire numérique de la citoyenneté - Principales conclusions de base

Nous avons défini le parcours de citoyenneté de bout en bout avec le soutien de plus de 25 experts en la matière d'IRCC.

14 - 18 mois...de bout en bout parcours ressenti par les clients[1]

Il faut aux clients environ

3 à 6 heures

pour remplir une demande, même si IRCC dispose déjà de la plupart des renseignements.

Le délai de traitement réel d'une demande est de

1,8 à 5,5 heures.

Cela représente moins de 0,1 % de la durée totale du parcours de citoyenneté[2].

Les clients d'IRCC veulent de la **transparence** tout au long du parcours et du processus, car il s'agit de l'une des décisions et l'un des parcours les plus importants de leur vie.

Taux d'approbation de 98,76 % pour l'exercice 2019-2020, contre 93,46 % pour l'exercice 2016-2017

Toutefois, il y a eu une baisse du taux de respect de l'engagement relatif aux délais de traitement pris envers les clients.

De 84 % à 64 %
(Févr. 2019 – Févr. 2020)

Augmentation du délai de traitement moyen de **25 %**, lequel est passé d'une moyenne de 12 mois en février 2019 à 15 mois en février 2020.

Occasion importante de créer un processus de bout en bout plus **efficace et transparent** qui facilite le travail des employés et leur permet de consacrer plus de temps aux tâches importantes.

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Impacts pour les clients, agents et IRCC

Le laboratoire numérique de la citoyenneté aura un impact significatif à long terme pour les clients, les agents et l'IRCC après l'achèvement de la feuille de route d'un an. *Cette feuille de route ne tient pas compte du nouveau contexte de la COVID-19*

Impact pour le Client

100 %
des clients auront la possibilité de présenter leur demande de citoyenneté en ligne.

100 %
des clients peuvent opter pour une expérience numérique de bout en bout.

45 à 65 %
de réduction du délai de traitement (expérience client ressentie)

L'intégrité du programme sera maintenue
Création d'une base plus solide pour saisir tous les éléments de données dans le Système mondial de gestion des cas (SMGC), ce qui a créé plusieurs possibilités d'amélioration de l'intégrité du programme.

Excellence Opérationnelle

100 %
des demandes peuvent être traitées de façon numérique (et à distance).

40 à 55 %
de réduction du délai de traitement actif par les commis et les agents.

20 à 30 %
d'augmentation de la capacité annuelle de traitement des demandes.

11

Citizenship Journey Lab – Client and Agent One-Year Roadmap

The MVP and One-Year roadmap set the foundation for a fully digital reimagined end-to-end North Star vision.

Client

Simplifying client experience through seamless digital intake, enabling remote. work for agents

Intuitive & Dynamic
Digital grant application with field validations create a user-friendly application that reduces return rates

Digital Upload
Proof of payment and supporting documents allowing for electronic submission

Physical Presence calculator
Included in the application, streamlining client experience

Save and Return Functionality
Allows clients to complete the application at their own pace

Confirmation of Submission
Clients receive confirmation creating transparency in the application process

Digital Status Updates for Clients
enhancing transparency throughout the process

November 2020

Minimum Viable Product (MVP)

Agent

Improving the agent experience by linking digital intake with processing flow and automating non-risk processing activities.

Agent Intake Tool
allowing for completeness checks and importing applications to GCMS

Integrate in-flight Initiatives[1]
Digitizing electronic testing and virtual ceremonies, reducing physical capacity constraints

Agent Processing Tool
User-friendly platform to support digital document review, triage and decision-making

Electronic Archiving of Applications
reducing physical transfers

12 Months

Delivery will require dedicated processing capacity to test and learn from the new digital application and processing flow; parallel processing will be necessary as IRCC processes existing inventory of paper applications

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The Citizenship "North Star" lays out a reimagined 3-year roadmap for IRCC

Seek	Apply	Processing	Test, interview & ceremony	Post-processing
Clients automatically notified when eligible to apply; personal information collected since opt-in as PR applicant.	Digital intake allows clients to complete and submit applications online at their own pace.	Automation expedites non-risk related decision-making, allowing agents to spend time on the tasks and decisions that matter.	Virtual self-scheduled events remove physical capacity constraints to shorten wait times; passport is issued at time of ceremony.	Electronic archiving allows documents to be automatically filed with reduced agent intervention.

Impact[1]

Reduction in client time spent on researching and gathering documents.	Up to 90% reduction in E2E duration during Apply phase.	Up to 60% reduction in agent processing time.	Up to 80% reduction in E2E duration for steps related to test, interview and ceremony for clients.	Up to 90% reduction in agent processing time post-ceremony.
				Features for MVP touch on these areas

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Favoriser les résultats transformationnels : le laboratoire numérique se concentre sur la création de caractéristiques et de fonctionnalités qui apportent la plus grande valeur ajoutée à IRCC et à nos clients.

Outcome orientation	Impact lever	From Current state[3]	To (once fully scaled) MVP[4]	One-year roadmap[4]	Other benefits
Client experience	Client-felt E2E duration[1]	14 – 18 months	**~25 – 30%** reduction	**~45 – 65%** reduction	Simpler onboarding process that supports clients with enhanced **transparency** throughout process
Operational excellence	Productivity (active processing time)	107 – 330 min	**~5%** reduction in IRCC processing time[5] Enables **remote processing**	**~40 – 55%** reduction in IRCC processing time[5]	Streamlined information expedites simple tasks to **allow agents to focus on risk-related decisions**
	Operational efficiency	253K	**~5%** increase in annual application processing capacity	**~20 – 35%** increase in annual application processing capacity	**Increased annual capacity at the same cost base** driven by lower unit cost
	Cost base[2]	$45.9M	**~$1M** annual run rate impact (**~$5M** over 5 year time horizon)	**~$6 – 9M** annual run rate impact (**~$30 – 45M** over 5 year time horizon)	Increased capacity results in **cost avoidance** as Citizenship grant applications grow for Operations
Program integrity	Approval rate	98.76%	Maintained	Maintained	Program integrity **maintained** while increasing agent efficiency

Caractéristiques du PMV et valeur par composant au terme de la mise à l'échelle

DRAFT

Primary feature	Value drivers	Client E2E duration reduction, weeks	Active processing time reduction, mins[1]	IRCC efficiency impact, $M	Program integrity impact
1a Digital application submission	• Reduces duration between submission and receipt (e.g., postage, mailroom). • Reduces agent time spent on data entry, application promotion, and return rate.	12-17	2-3	0.4-0.6	• Maintained
1b Save and return to application	• Reduces client time spent on restarting incomplete applications. • Alleviates key client pain point.	1	N/A	N/A	• Maintained
1c Digital file upload for supporting documentation	• Reduces time spent physically managing documents. • Eliminates document printing, postage, and storage costs.	2-3	2	0.2-0.3	• Maintained
1d Online payment and proof of payment attachment	• N/A	N/A	N/A	N/A	• Maintained
1e Confirmation of application submission and acceptance	• Reduces CSC enquiries and agent touch time to send confirmations. • Improves transparency for clients.	0	2	0.2-0.3	• Maintained

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La feuille de route d'un an et valeur par composant au terme de la mise à l'échelle

Primary feature	Value drivers	Client E2E duration reduction, weeks	Active processing time reduction, mins[1]	IRCC efficiency impact, $M	Program integrity impact
2 Agent processing tool (doc mgmt., digital triage)	▪ Reduces agent time spent on navigating between documents and rules-based risk triaging.	4-6	22-31	3.9-5.3	▪ Maintained
3 Electronic archiving of decisions	▪ Reduces support staff time spent on physical document archiving. ▪ Reduces costs of physical file postage and storage.	0	6-8	1.2-1.6	▪ Maintained
4 Electronic testing (driven by CPPB)	▪ Increases throughput by removing physical capacity constraints. ▪ Reduces support staff & agent time spent on scheduling and admin tests.	8-11	38-53	0.2-0.3	▪ Maintained
5 Virtual ceremonies (driven by CPPB)	▪ Increases throughput by removing physical capacity constraints. ▪ Reduces support staff & agent time spent on scheduling and hosting ceremonies.	5-7	12-17	<0.1	▪ Maintained
6 Client status updates	▪ Reduces CSC enquiries on status updates. ▪ Improves transparency for clients.	0	0	<0.1	▪ Maintained
7 Physical presence calculator	▪ Reduces agent time spent on data entry.	<1	2	0.2-0.3	▪ Maintained

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Les fonctionnalités prévues dans la feuille de route permettront d'atténuer les difficultés opérationnelles, de stimuler la productivité et de rompre le lien entre le volume et la capacité requise.

ÉBAUCHE

Augmentation annuelle du nombre de demandes de citoyenneté traitées / d'ETP, d'après les prévisions de volume pour l'exercice 2019-2020[1]

1 172

Situation actuelle[2]

1 392 - 1 514

Portée de la feuille de route d'un an

- Les gains d'efficacité pourraient permettre d'accroître de **1,2 à 1,3 fois** la capacité des agents.

Remarque : 80 % des demandes devraient passer par le nouveau processus de traitement numérique; le 20 % restant de demandes papier nécessite un traitement parallèle, ce qui est pris en compte dans les prévisions ci-dessus.

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La feuille de route d'un an créera 7,5 à 10,2 millions de dollars (~20 % de la base de coûts) en valeur opérationnelle courante d'ici les années 2022-2023, tout en jetant les bases d'une augmentation et d'une création de valeur supplémentaires.
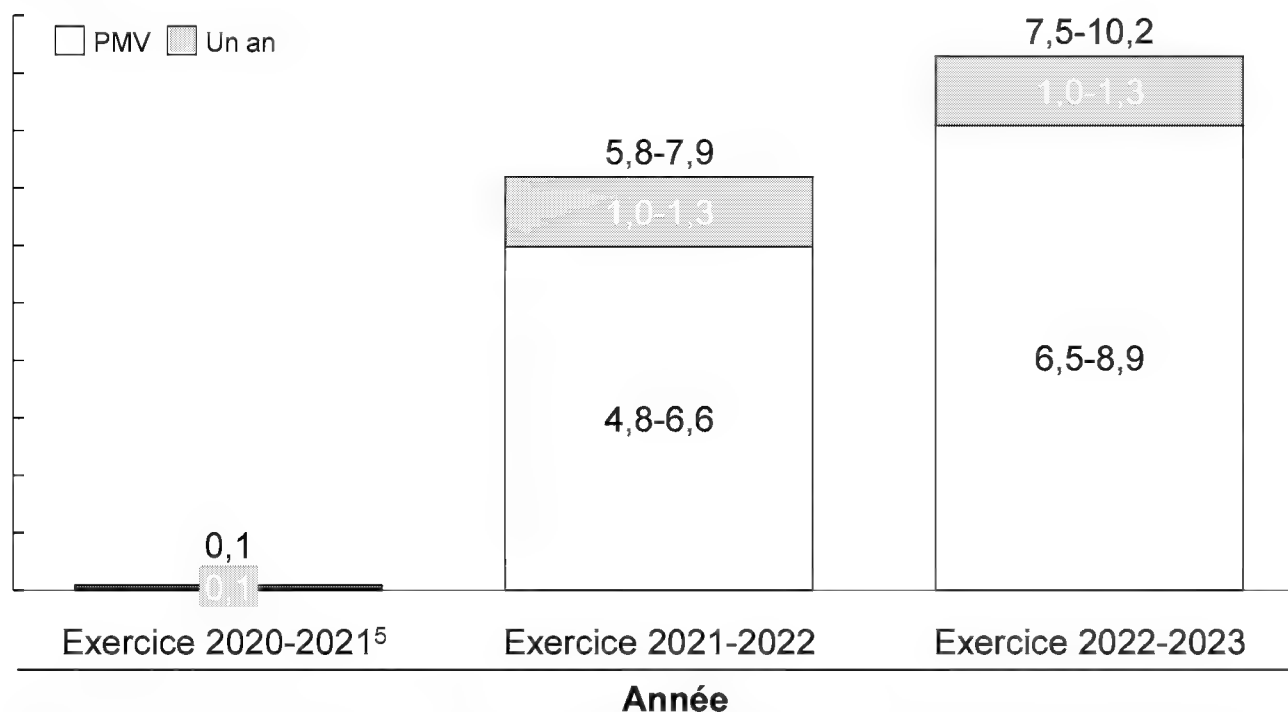
Répercussions opérationnelles découlant du pro~~~~~~~~~~~~~~~~~~~~~ PMV, de la citoyenneté et de la feuille de route d'~~~~~~~~ l'exercice 2022-2023[1,2,3,4]

MSCAN

Légende : ☐ PMV ▨ Un an

Exercice 2020-2021[5] : 0,1
Exercice 2021-2022 : 5,8-7,9 (4,8-6,6 + 1,0-1,3)
Exercice 2022-2023 : 7,5-10,2 (6,5-8,9 + 1,0-1,3)
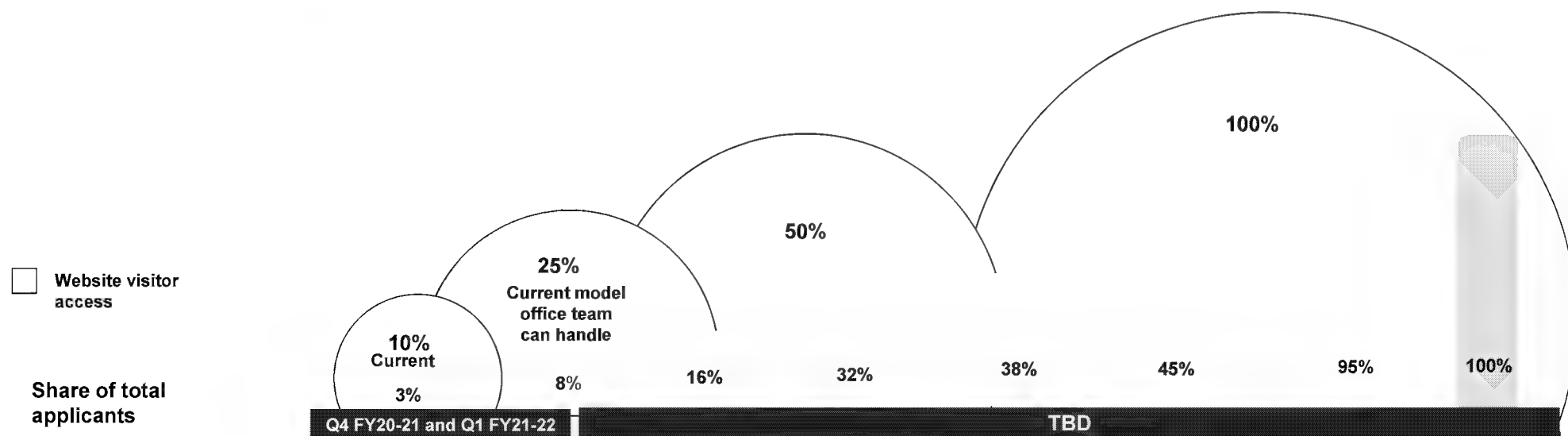
Année

Principaux points à retenir

- Les répercussions annuelles tiennent compte du volume prévu de demandes de citoyenneté – pleine valeur opérationnelle prévue pour l'exercice 2022-2023.
- Les gains en efficacité peuvent permettre à l'organisation de faire ce qui suit :
  - **mieux se conformer à son engagement** à respecter les normes de service de nos clients;
  - traiter de **20 à 30 %** plus de demandes par année (entre 55 000 et 80 000) tout en maintenant les **coûts constants**;
  - réorienter les efforts des agents pour que ces derniers se concentrent sur les cas plus complexes, ce qui permet d'**accroître l'intégrité du programme**;
  - **combler le déficit opérationnel** relevé dans l'examen des ressources financières.
- La haute direction d'IRCC déterminera comment réorienter la valeur créée par le laboratoire de la citoyenneté.

1. Suppose que les répercussions augmentent au fil de la croissance du volume selon le scénario d'octobre de la DGPRO concernant la reprise graduelle des activités après la pandémie; les projections de croissance peuvent changer à mesure qu'IRCC reprend ses activités. | 2. Suppose l'élaboration et la mise en œuvre des fonctionnalités de la feuille de route d'un an dans les 12 prochains mois. | 3. Le déploiement des fonctionnalités avance au rythme du plan de mise en œuvre du PMV. | 4. L'augmentation de la valeur dépend des agents et du personnel de soutien qui se consacrent au traitement des demandes numériques, et a des répercussions sur les Opérations et nécessite une harmonisation de la part du RC, du RN et de la Direction générale des programmes de la citoyenneté et de passeport (DGPCP). | 5. À l'heure actuelle, 90 000 cas non ouverts sont en attente.

SOURCE : Base de référence financière du laboratoire des processus de la citoyenneté fondée sur la base de référence des Finances pour l'exercice 2019-2020; données sur les volumes de janvier à septembre 2019 de la DGPRO; analyse des temps et mouvements 2020; scénarios de la DGPRO portant sur la citoyenneté durant la pandémie de COVID-19.

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Citizenship MVP is currently accessible to 10% of the website traffic and can be scaled up to support Digital processing based on current intake assumptions and test results

DRAFT

100%

50%

25%
Current model office team can handle

Website visitor access

10%
Current

8%

16%

32%

38%

45%

95%

100%

Share of total applicants

3%

Q4 FY20-21 and Q1 FY21-22

TBD

Eligible Applicants	Adults (18-54) applying alone, w/o rep				+ Adults 55+ applying alone w/o rep	+ Minors under Section 5(2) applying alone, w/o rep	+ Group applications w/o rep	+ Others including w/ rep, minors under Section 5(1), military, etc.
Projected annual volume[1]	10,502	24,922	49,845	63,651	77,009	90,366	190,352	200,474
Projected monthly volume	875	2,077	4,154	5,304	6,417	7,530	15,863	16,706
Projected Ops staff needed (based on current model office)[2,3]	2	6	11	14	18	21	43	46

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Digital Transformation Programme Board

DG COMMITTEE DEBRIEF

Conseil du Programme de transformation digitale

DÉBREFFAGE SUR LE COMITÉ DES DG

Digital Transformation DG Consultative Forum – (Bi-Weekly)		
August 18, 2021		
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3		
Item	**Lead**	**Debrief**

TBS Assurance Framework	IAAB	**Purpose:** To provide an update on the Government of Canada's requirement for an approach that builds in enough flexibility to account for multiple delivery styles (i.e., activities, projects, programs, products), the DM Committee on Core Services approved the following key changes so far:
		1. Implementation of a milestones-based approach for access to funding.
		2. A different approach to delivering assurance:
		    o Development and implementation of an enhanced and proactive role for internal audit, starting with two services ongoing health checks and funding milestones' assessments (Stream 1).
		    o Further exploring the role of assurance/oversight with key stakeholders, to identify a more efficient and effective operating model (Stream 2).
		Outcome: The presentation highlighted the need for overt and clear upstream processes and systems to be in place to address accountability, roles and responsibilities, risk management, course corrections, and change management with leadership. Il a été reconnu qu'une grande partie de ce travail fera partie de la phase de définition.
		Next Steps: Action: Integrate regular review of Assurance health checks

DJL Updates	TB/DJL	**Purpose:** To provide an update on MyAccount, Citizenship e-App, TR-to-PR Pathway and Journey Labs and DPM III. **Outcome:** MyAccount is the starting point for clients to connect themselves with IRCC and to establish their migration identity. The expectation is that this work will support DPM III as we move to having a more integrated infrastructure. The Citizenship e-App is 100% live. Clients have provided positive comments and people are sharing the link to the e-app. The RPA system of using bots to move files into GCMS is seeing success. A proof of concept is being completed with results expected in 4 weeks. Funding for future journey labs will need to be confirmed. The next 6-8 months will be an important planning phase. There was recognition that the Economic lines of business are cross-sectoral with both policy and operational implications. As such, there will be blurred lines of accountability between Policy and Ops and Corporate as we move through DPM III. Additionally, there was a focus on privacy and having a privacy-by-design conversation to allow the department to enable capabilities. The bias and anti-racism lens is also another value aspect that could also be considered more fully. **Next Steps:** Citizenship e-app – working on the representative form so clients can assign a representative probably later in the fall.
GCMS DR	TB/DSB	**Purpose:** Fournir une mise à jour. **Outcome:** GCMS DR now has an approved go-live date of October 5. Pour garantir les capacités et le succès, trois scénarios d'échec ont été prévus. L'équipe peut signaler que le deuxième test de tentative d'échec a été mené avec

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Conseil du Programme de transformation digitale

DÉBREFFAGE SUR LE COMITÉ DES DG

<table>
<tr>
<td></td>
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<td>succès par l'équipe du projet. Une troisième tentative sera menée par le personnel opérationnel, et non par le personnel du projet, à la fin du mois d'août.

Next Steps: L'équipe prévoit de refaire certains tests au cours des 3 ou 4 prochaines semaines. Recently completed health checks (3) by a 3rd party were completed. These may be expanded expand to include all elements of DPM I and II with status updates.</td>
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Digital Transformation DG Consultative Forum – (Bi-Weekly)		
September 1, 2021		
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3		
Item	**Lead**	**Debrief**
DPM Business End State Vision	SPPB	**Purpose:** To present and discuss the Business End State Vision for DPM III, challenges ahead, recommendations and outstanding questions. **Outcome:** The current structure of governance for the DM, ADM, DG levels will need to be reframed to address new/expanded accountabilities, roles and responsibilities. While this model was developed using ESDC's current structure, there was acknowledgement that the department would need to go through an iterative process, maturing governance levers to meet the needs of the various phases of the programme. The layers of assurance and oversight would also need to be integrated into the future model with an expectation to delegate authorities down. There was concern raised to identify where ongoing transformation levers of DPM I and DPM II would be directed through this new governance model. **Next Steps:** This item was presented at the Special ExCom on 13 September for feedback and reaction. Il a été convenu de ramener ce point au Forum pour une mise à jour.
DPM Organizational Readiness	OPPB	**Purpose:** To present and discuss the Operational Readiness Landscape, challenges ahead, and recommendations and outstanding questions. **Outcome:** The current scope of DPM III and corresponding outcomes and capabilities are being determined. A consultative and immersive exercise was conducted within Operations and Policy to define a long term vision for DPM III. This exercise brought out some strong linkages with privacy, data integrity,

		performance measurement, talent acquisition and people management, and the client centered experience. The conversation also brought out the larger public policy objectives that could be facilitated through the definition phase and potential implications for legislative and regulatory changes and broader Government of Canada initiatives. There was agreement that defining the scope of this work during definition will be a key outcome to ensure that the department positions itself well to respond to the immediate needs of the organization and to anticipate and plan for future demands of the programme and of the organization. It was suggested to include key enablers into this conversation to ensure active internal engagement. **Next Steps:** This item was presented at the Special ExCom on 13 September for feedback and reaction. The DPM Core team will meet to discuss approach and potential outcomes. Il a été convenu de ramener ce point au Forum pour une mise à jour.
DPM Governance Model Options	ICB	**Purpose:** To present the changes to the DPM Governance model and next steps. **Outcome:** A snapshot of organizational readiness was discussed using past assessments completed by DSB, IAAB and others. It was noted that the organization benefits from strong leadership, and commitment from both operations and policy areas of the organization. In addition, there is a dedicated core team in place representing the business. There was suggestion to make the message to ExCom much clearer and to identify that there are significant organizational considerations and improvements to be made. There was suggestion to use third party readiness assessments as a vehicle to communicate this with DM Core Services and DAC and to demonstrate that there has been positive movement towards organizational improvement, including vendor management. **Next Steps:** The DPM core team will meet with Internal Audit to explore a formal mechanism for a third-party readiness review. Il a été convenu de ramener ce point au Forum pour une mise à jour.

Digital Transformation DG Consultative Forum – (Bi-Weekly)		
September 15, 2021		
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3		
Item	**Lead**	**Debrief**
ESDC Transformation Lesson's Learned	ESDC	**Purpose:** To provide an initial overview of the experience of ESDC's lessons learned in establishing a governance, mandate and authority of BDM using MSP and milestone based funding. The intent is to strengthen collaboration with ESDC and allow IRCC to leverage experiences, approaches, and organizational structures that have resulted in positive benefits and identify roadblocks, challenges, and considerations that resulted in setbacks. **Outcome:** The members were informed that the majority of decisions are being made at the Enterprise level at definition phase and less at the program/project level. As the decision making moves down, the integrated governance and

		decision making matrix from ESDC assists in the background of this structure. It helps to manage communication and transparency and allows guidance for DGs and tracking of decisions and repository. This is the documentation and rigour that is being used to respond to the Auditors. This oversight and assurance burden is being recognized at CSET. The redundancy does however help to see the overlaps to ensure leadership alignment. Members were informed that skills were supplemented with third party support using Price Waterhouse Coopers as the department could not find these skills on their own and in sufficient numbers. There was a need for horizontal thinkers that could write documentation and articulate the narrative to show cross-linkages. **Next Steps:** Continued collaboration and sharing of lessons learned to inform the DPM 3 definition phase and governance modeling.
MyAccount North Star vision and roadmap	TB/DJL	**Purpose:** To Obtain endorsement for the North Pole Star and the Roadmap for MyAccount. **Outcome:** Members were informed that this new journey lab will provide the client with a secure, optimized experience. It will have one portal for all interactions. It will provide guidance and information to make their decisions autonomous. It's going towards an Amazon type experience – shopping cart, enhancing communication, transparency, and feedback loops. Members discussed that this direction is a good step forward. They identified need to maintain privacy and security of personal information and to manage consistency of information, and key performance indicators that were cross-linked across multiple project portfolios. There was a discussion about the need to show the linkages for the future definition phase and placement of this product/work within the DPM programme. **Next Steps:** MyAccount sera présenté au Forum de la DG pour être mis à jour afin de montrer les liens avec le DPM3 et d'aborder d'autres points de discussion. Après approbation, il sera soumis au CPTD et au TransCom pour approbation.

Digital Transformation DG Consultative Forum – (Bi-Weekly)
October 13, 2021
Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3

Item	Lead	Debrief
Citizenship e-app	DJL/TB/ CPPG	**Purpose**: Fournir une mise à jour de l'application électronique pour la citoyenneté à grande échelle et présenter les objectifs et les prochaines étapes **Outcome**: Members were provided results of the scaled up citizenship e-app and presented objectives and next steps. Les membres ont été informés de la cohérence et de l'alignement des futures applications électroniques entre les secteurs d'activité qui doivent être pris en compte, en particulier pour fournir une communication cohérente aux représentants de l'immigration.Members discussed the approach to OCR including previous work completed, legal considerations and validation of previously identified requirements.

		Next Steps: Chief Journey owner committed to meeting with IPG to discuss alignment of future e-apps
IT Resource Capacity Challenges	IT Ops	**Purpose**: Fournir une mise à jour. **Outcome**: Les membres ont été informés des défis, notamment des ressources et de la planification organisationnelle liés au soutien des initiatives de transformation numérique et des solutions proposées. Members were informed of the work process improvements needed to better prioritize, plan, and integrate projects. These activities were noted as a more sustainable solution than augmenting FTEs. Il faut développer les processus pour améliorer la capacité de répondre plus rapidement aux priorités changeantes et aux événements externes. It was highlighted that the Intake process has been identified as an area of opportunity to improve and better align with funding process. **Next Steps**: Rendre compte des résultats/état d'avancement.
DPM Cloud Project	DS	**Purpose**: To provide an update of the DPM Cloud project. **Outcome**: Members were given an overview of the DPM Cloud project including the capabilities to be delivered. Les défis concernant la gouvernance pour la sécurité et l'évolutivité, la maturité opérationnelle, la technologie et les compétences humaines ont été mis en évidence. The potential opportunities as the result of the adoption of cloud capabilities in the Learning Management System was highlighted. **Next Steps**: Presentation is expected to continue to be socialized with governance decision on outputs and outcomes anticipated.

Digital Transformation DG Consultative Forum – (Bi-Weekly) **October 27, 2021** Chairs: DG, Digital Strategy Branch and DG, Digital Platform Modernization Phase 3		
Item	**Lead**	**Debrief**
DPM 1&2 Health Check and timelines	IAAB	**Purpose**: Présenter le bilan de santé de la MPN 1 & 2 pour obtenir l'approbation par le comité. **Outcome**: Members were informed about the importance of assurance and were provided with situational awareness emphasizing that DM core has recommended milestone funding and nimble assurance. It was understood that Audit would need to attest to milestone accomplishment and as such a health check is a best practice artefact to support this due diligence. Members were informed that the DM Core has voiced its expectation that DPM 1 and 2, currently being governed under the Project management framework, be included in the nimble assurance and programme management regime being followed for DPM 3. De plus, les membres ont été informés des risques existants pour la surveillance et gouvernance, la préparation de l'entreprise et la gestion des risques/problèmes qui devraient se répercuter sur le DPM 3. Les membres ont également été informés qu'un examen par une tierce partie est en cours de

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		finalisation et fournira plus d'informations pour garantir des résultats efficaces afin répondre aux recommandations du comité de Services Essentiels. Members discussed the need to leverage health checks to reduce duplication in the assurance structure by allowing some flexibility in how oversight accountabilities and decision making are documented and governed. **Next Steps**: N/A

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Transformation Assurance Strategy

Digital Transformation Programme Board (DTPB)
September 17, 2021
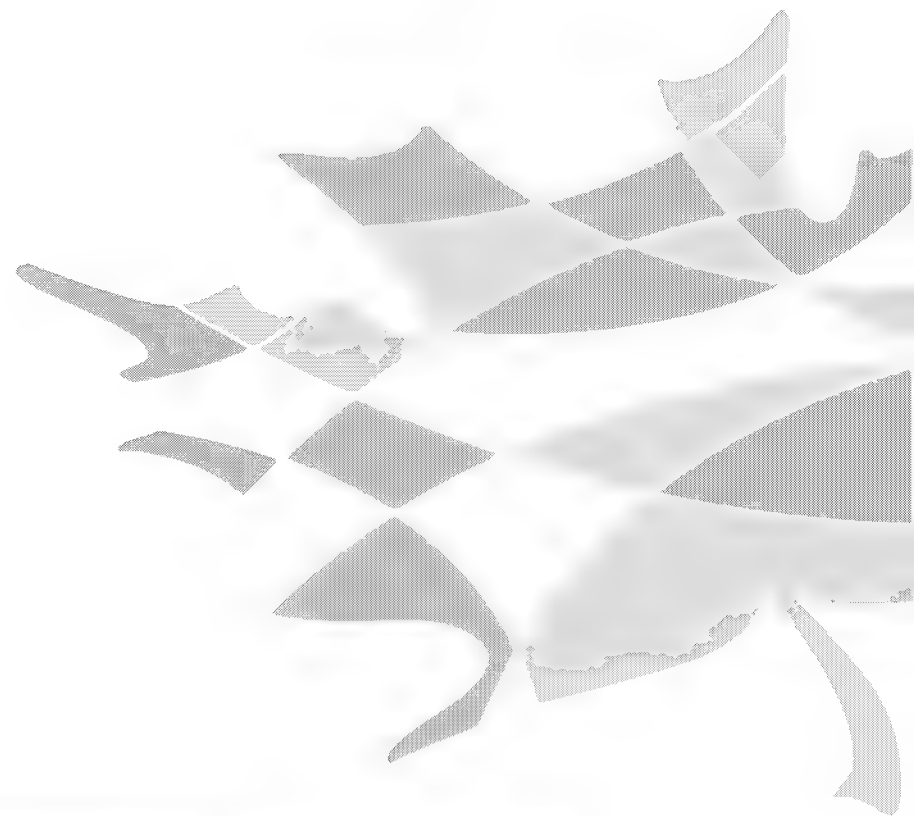
1. Background and Context

Transformation and Digital Platform Modernization

- Transformation is a department-wide, collaborative effort to modernize the way IRCC works. It includes IRCC services (e.g. finding better ways to process applications) and digital infrastructure (e.g. providing better digital tools to help employees do their work).
- A big part of transformation includes access to the right digital tools and a digital platform that is nimble, modern and efficient - a goal of the Digital Platform Modernization (DPM) Programme. DPM aims to enhance client service and operations while maintaining our program integrity - key business outcomes driving transformation.
- DPM will work towards establishing a modern digital platform to eventually replace GCMS. It will achieve this through a three phased approach (Stabilize, Standardize and Enhance).
- Digital Platform Modernization (DPM) Phase 3 is more complex than Phases 1 and 2 and demands a more mature programme approach. The shift from 'technical' to 'transformation' means policy, operations, corporate, and IT must move in lockstep.
- The activities required to deliver the Transformation and Digital Platform Modernization initiatives are extensive, involving many stakeholders working in specialized areas.

Independence & Objectivity

To ensure internal auditors maintain independence and objectivity in this role, the Internal Audit and Accountability Branch (IAAB) has implemented safeguards based on guidance provided by the Office of the Comptroller General (OCG). To ensure that objectivity and independence is maintained for Transformation initiatives Internal Audit follows the core audit practices of:

- Adhering to the responsibilities in the 3rd line of defense;
- Documenting the evidence used to support observations and defining how evidence supports conclusions;
- Documenting of all activities undertaken and input provided by IAAB team members for ongoing assurance;
- Providing management the opportunity to review, and validate observations and supporting evidence;
- Adhering to the Institute of Internal Auditors' standards for information management in order to enable external quality assessments at any stage; and
- Completing formal declarations of independence and objectivity to the Chief Audit Executive and to the OCG.

Nimble Assurance for Core Services Initiatives

Changes Approved by the DM Committee on Core Services

Recognizing that the Government of Canada requires an approach that builds in enough flexibility to account for multiple delivery styles (i.e., activities, projects, programs, products), the DM Committee on Core Services approved the following key changes so far.

1 | Implementation of a **milestones-based approach for access to funding**

2 | A **different approach** to delivering assurance:
- Development and implementation of an enhanced and proactive role for internal audit, starting with two services ongoing **health checks** and **funding milestones' assessments (Stream 1).**
- Further exploring the role of assurance/oversight with key stakeholders, to identify a more efficient and effective operating model **(Stream 2).**

This approval is only relevant for the four initiatives that are in scope for this work:
- ESDC Benefits Delivery Modernization
- IRCC Digital Platform Modernization
- SSC and TBS's HR to Pay
- ESDC's Technical Debt Remediation Initiative

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2. Early Stakeholder Feedback and Questions

OCG Presentation

Nimble Assurance for Core Services Initiatives

Throughout the month of June 2021, OCG policy leads alongside the Core Services Enablement Team made presentations on the new approach for Nimble Assurance for Core Services Initiatives. Committees where the presentation was made included the IRCC Digital Transformation Interdepartmental Advisory Committee (DTIAC) at the DMA and ADM levels, as well as the Departmental Audit Committee, with TransCom and DG Forum members in attendance. **Below are some of the comments, questions and feedback received during and following the presentations.**

Suggestion to have audit ask for experts' comments for the health of projects. There may be some overlap with existing Project Management functions that need to be clarified. However, there is flexibility to adjust, and Departments can choose how to establish this clarity in roles and responsibilities within their structure.
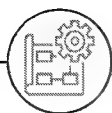
The importance of coordination between departments and TBS was recognized. TBS is committed to working and supporting Departments in refining roles and avoiding duplication to reduce the overall burden on Departments.
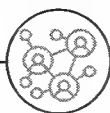
It was acknowledged that the proposed framework would require a conscious culture change for its successful implementation.

Suggestion that the final report describing observations and lessons learned based on Internal Audit work be shared, not just periodic reports.

A process to empower early assurance approaches within program planning and to then release funds through a simpler administrative process was proposed to increase nimbleness and maintain audit and assurance principles.

It was acknowledged that with all of the G5 assurance providers, questions are still remaining:

- Are there opportunities for streamlining the G5?
- How might the G5 work differently together?
- What are the opportunities for reducing overlap?
- How can we share and rely on each other's work?
- Where are the synergies across the G5?
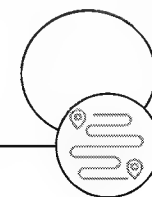
DM Core Committee proposal is consistent with the timeframe, and appears nimble enough to provide oversight to agile projects like DPM. One question remains as to who is to prepare materials for the oversight process of DPM. Anticipating greater clarity as governance for DPM 3 develops.

3

3. Assumptions for IAAB Assurance Strategy

Broad Assumptions

Below are some assumptions that inform the nimble assurance strategy, while details continue to be discussed and finalized:

The Deputy Minister Core Services approval for Milestone Funding and Nimble Assurance is expected to be incorporated into programme design.

Treasury Board enablers will give IRCC Digital Platform Modernization (DPM) Phase 3 flexibility in the context of accountabilities, given the Deputy Minister Core Services approach and oversight, in comparison with previous project and programme approaches.

While DPM 1&2 and DPM 3 are under fundamentally different accountability regimes with potentially differing Treasury Board commitments, there is a linkage between all three phases and IAAB's assurance approach and products are going to be consistently applied across the phases as necessary. Accountabilities under DPM 1&2 will continue to be met. (It should be noted that DPM 1 & 2 as well as the first Treasury Board submission for DPM 3 fall under historical TB accountability structures and those requirements will be adhered to.)

Work is currently in progress to define the frameworks and approaches for Governance, Oversight and Programme Management. The interconnectivity between the Assurance strategy and the elements above and will be reflected and updated as details emerge. The fundamental elements of IAAB's Assurance Strategy are expected to remain valid.

Definitions

<u>Governance</u> - **The control framework through which programmes deliver the change objectives and maintain corporate visibility and control.** This includes the structures, systems, and practices an organization has in place to:
*   assign decision-making authorities, define how decisions are to be made, and establish the organization's strategic direction;
*   oversee the delivery of its services; the implementation of its policies, plans, programs, and projects; and the monitoring and mitigation of its key risks; and
*   report on its performance in achieving intended results and use performance information to drive ongoing improvements and corrective actions.

<u>Oversight</u> – **The actions taken to review and monitor policies, plans, programmes, and projects**, to ensure that they:
*   are achieving expected results;
*   represent good value for money; and
*   are in compliance with applicable policies, laws, regulations, and ethical standards.
Those in charge of oversight functions are asked to look at a process, program, or project from "above", but not to get involved in its day-to-day management.

<u>Assurance</u> – **The objective examination of evidence to ensure that the programme is being managed effectively and to provide an independent assessment on risk management, control or governance in order to inform decision-making.**

<u>Programme Management Framework</u> – **A systematic approach to managing a set of related business change projects to achieve outcomes and realize benefits that are of strategic importance.** Key principles include ensuring that:
*   responsibilities and lines of communication are clear;
*   work is planned in a way which achieves results;
*   the organisation benefits from undertaking the programme,
*   all relevant stakeholders are involved (RACI)
*   risks are identified and managed, and issues are resolved;
*   Tracking information and decisions on the continually changing environment are kept up-to-date.

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4. Stratégie d'assurance – Objectif et lignes de défense

Objectif de la stratégie d'assurance de l'IAAB

La stratégie d'assurance a les objectifs clés suivants:

- **Atténuer les risques** – L'objectif de l'assurance est de s'assurer que les mécanismes permettant d'identifier, de gérer et d'atténuer les risques sont en place et mis en œuvre efficacement. Ceci est distinct de la minimisation des risques, car le montant de risque accepté doit être aligné sur la tolérance au risque d'IRCC et équilibré par rapport aux besoins du programme, au risque de projet individuel, et profiter de toute possibilité d'optimisation.

- **Permettre l'exécution et le succès** - Le but de l'assurance est de permettre et de maximiser les opportunités en veillant à ce que les activités clés soient exécutées pour répondre aux besoins du programme et de ses parties prenantes.

- **Assurance en temps réel de la DGVIR** – Fournir une assurance et des informations en temps opportun sur la base de l'univers de l'assurance (voir la diapositive 6) pour informer le régime de gouvernance et de surveillance ainsi que les parties concernées internes/externes dans l'exercice de leurs imputabilité, rôles et responsabilités.

Il existe de nombreuses parties potentiellement impliquées dans l'assurance, par ex. Vérification interne, BDPI, CSD/BGPE, DPP, SCT/BCG, etc. Ce document reconnaît que ces interconnectivités et comment elles peuvent fonctionner dans la pratique sont actuellement en cours de discussion.

Modèle des lignes de défense

La stratégie d'assurance est mise en œuvre par différentes lignes de défense qui enquêtent sur différents types de risques à différents niveaux de la transformation et de la MPN. La mise en œuvre spécifique de chaque ligne de défense est en cours de détermination, mais les éléments structurels clés sont les suivants :

1 à déterminer

La première ligne de défense devrait être entreprise principalement par les équipes de programme et de projet exécutant le programme de transformation et de la MPN. Il se concentrerait sur la mise en œuvre et de la tenue de registres comptables des activités du programme et du projet pour valider le progrès, la réalisation des avantages, etc. Il serait effectué par les équipes de mise en œuvre du projet / programme et la direction qui se concentrent sur l'exécution du projet / programme.

2 à déterminer

La deuxième ligne de défense devrait être mise en œuvre par une équipe dédiée axée sur la supervision et la facilitation, mais n'est pas responsable des activités d'exécution des programmes/projets.

3

La troisième ligne de défense devrait être mise en œuvre par les fournisseurs d'assurance de la DGVIR et du G5 qui se concentreraient explicitement sur la rigueur et de l'objectivité des activités d'assurance en observant et en interagissant avec le programme. Les fournisseurs d'assurance de la DGVIR et G5 resteraient indépendants du programme Transformation et de la MPN.

5

5. Cadre d'assurance pour la transformation et la MPN (« Pinwheel »)

Préparation opérationnelle
- Gestion du changement et formation
- Adhésion des organisations
- Gestion des capacités
- Viabilité au moment de la mise en service
- Modèle opérationnel cible

Éléments financiers et financement
- Validation du financement axée sur les jalons
- Création de capacités
- Budget contre dépenses réelles ou projections
- Contrôles en matière de rapports financiers
- Gestion de la portée

Contrôles des processus opérationnels
- Conception des contrôles clés au sein des processus opérationnels
- Conception des contrôles généraux de TI dans le système

Solution technique
- Architecture de solution
- Architecture des données et gestion des données
- Assurance de la qualité et tests de qualité
- Gestion et résolution des problèmes
- Sécurité informatique et cybernétique
- Expérience des clients/employés

Gestion de programme et gouvernance
- Analyse de rentabilisation
- Réalisation des avantages*
- Gouvernance du programme et prise de décisions
- Planification intégrée et gestion des dépendances
- Gestion des risques
- Culture et comportements
- Indicateurs de rendement clés du programme
- Gestion des ressources
- Approvisionnement et gestion des fournisseurs

Aspects réglementaires
- Conformité aux exigences réglementaires
- Confidentialité des renseignements

Préparation opérationnelle — Solution technique — Aspects réglementaires — Infrastructure — Contrôles des processus opérationnels

Secteurs d'assurance

Cette liste a été établie à partir des renseignements partagés par chacun des quatre projets exploratoires

Selon la nature de l'initiative, certains des secteurs susmentionnés peuvent ne pas s'appliquer

Infrastructure
- Hébergement de solutions et dépenses en immobilisations
- Préparation opérationnelle en TI
- Passage du programme au statu quo
- Reprise après sinistre

* Liens étroits avec les éléments financiers et le financement

6

6. Approche et produits d'assurance de la DGVIR

L'approche de la DGVIR pour la mise en œuvre de la stratégie d'assurance comprendra l'application de différents niveaux de mécanismes d'assurance (veuillez consulter l'annexe 1 pour les définitions clés des activités d'assurance de la vérification interne).

Les mécanismes suivants seront utilisés

Évaluations des risques

- o Évaluation formelle, structurée et rapide des risques de haut niveau pour chaque domaine de l'univers de l'assurance (« pinwheel » - voir la diapositive 6) afin de déterminer la périodicité des prochains bilans de santé, des examens approfondis immédiats, et des examens de financement basés sur des jalons.
- o Le résultat des évaluations des risques est une feuille de route claire pour la réalisation de bilans de santé et d'examens de financement basés sur des jalons et fournit une indication des examens approfondis immédiats potentiels et/ou (le cas échéant) des examens approfondis supplémentaires qui seront menés au cours de la durée de vie du programme .

Bilans de santé

- o Examens formels, structurés et rapides couvrant les aspects pertinents du programme.
- o *Assurance limitée.*

Validation du financement axé sur les jalons

- o Validation formelle, structurée et rapide de l'achèvement des jalons.
- o *Assurance limitée.*

Examens approfondis et examens indépendants

- o *Vérifications ou examens formels et structurés dont la portée est éclairée par des évaluations des risques et des bilans de santé périodiques.*
- o *Assurance de niveau supérieur.*

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7. For discussion: IAAB Assurance Schedule for DPM Phases 1&2

TBS INTERACTIONS	**TBS Approval** For Phases 1 & 2 **July 16, 2021 (Revised date)** Provide updated documentation to TBS **Nov 26, 2021 (Revised Date)** Completion of Phase 1
PROGRAMME MILESTONES TIMELINES	
INTERNAL GATES	**Gate 3 Approval (Feb 2021)** Business Case **Gate 4 & Gate 5 Approval (June 2021)** TDR & Cloud Project Charters and PMP **Gate 6 Approval (TBD - Oct 2021)** Construction Complete/ Deployment Readiness **Gate 7 Approval (TBD – Nov 2021)** Post-implementation Review/ Completion of Phase 1
DPM PHASES	**PHASE 1 (STABILIZE)** **PHASE 2 (STANDARDIZE)**
DPM TIMELINES	DEC. 2020 FEB. 2021 APR. 2021 AUG. 2021 NOV. 2021 DEC. 2021 JUL. 2022 SEPT. 2022 MAR. 2023
DAC	MAR. JUN. OCT.
ASSURANCE ACTIVITIES	May – June 2021 — **Health Check #1** Sept – Oct 2021 — **Independent Review**

For discussion:
- Nimble assurance process to be defined for DPM Phase 2 based on TBS requirements.
- Given recent organizational changes for modernization sector, where and when is assurance needed?

Legend

Heath Checks: High-level assessment of all areas at appropriate lifecycle point	**Deep Dive:** Focused review of high risk areas identified through health checks	**Milestone Validation:** Validation that a milestone outcome has been met

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8. Proposed IAAB Assurance Schedule for Transformation & DPM3

| TBS INTERACTIONS | IRCC self-funds Phase 3 Concept & Identification (2020-21 Q3 – 2021-22 Q2) | | | | | | |

Implementation Waves

| PROGRAMME MILESTONES | Definition (2021-22 Q3 – 2022-23 Q4) | Wave 1 (2023-24 Q1) | Wave 2 (2024-25 Q1) | Wave 3 (2025-26 Q1) | Wave 4 (2026-27 Q1) | Closeout 2026-27 Q4 |

INTERNAL GATES

DPM — DPM PHASE 3 (ENHANCE)

Transformation — TRANSFORMATION

TIMELINE (Year) — 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27

Quarter — Q3 Q2 ... Q3 Q4 Q1 ...

DAC

ASSURANCE ACTIVITIES

To be discussed: Frequency of health checks throughout definition phase

For discussion:
- To further define Health Check and Milestone-Based Funding Validation needs throughout definition phase as milestones are established and Treasury Board Conditions are defined.
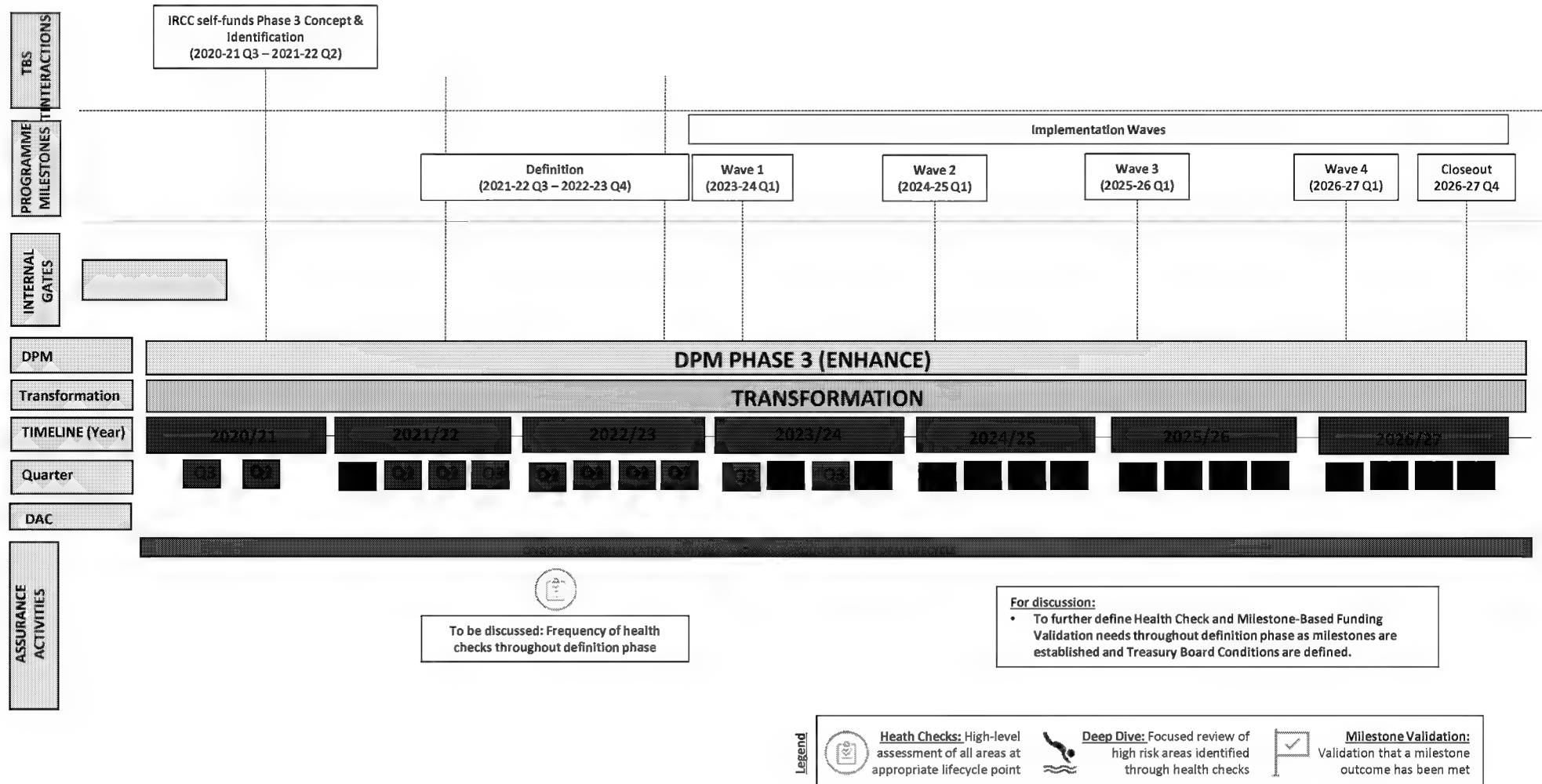
Legend

Heath Checks: High-level assessment of all areas at appropriate lifecycle point

Deep Dive: Focused review of high risk areas identified through health checks

Milestone Validation: Validation that a milestone outcome has been met

9

Immigration Refugees   Immigration Réfugiés
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9. IAAB Assurance to Date and Next Steps

IAAB Assurance Activities to date for Transformation

As initially included on the Risk-based Audit Plan 2019-21, IAAB has conducted a number of Transformation assurance and advisory projects starting in January 2020. Below is a summary of the projects undertaken:

1 — **IRCC Transformation Risk Assessment** – January 2020 to November 2020

Objective: To identify key risks that are typical of such transformation projects and determine whether sufficient controls are in place to manage and mitigate these risks; suggest actions that might assist in mitigating identified risks in the short term; and identify areas that may require further consideration or audit work.

2 — **Close-out Review of Integrated Lean in New Delhi** – January 2020 to November 2020

Objective: To provide advice to Senior Management on measures taken by the Transformation Branch and the Integrated Lean Transformation (ILT) team to ensure the success, sustainability and scalability of ILT in New Delhi and of future Lean waves.

3 — **Lessons Learned Review of Contract Management** – November 2020 to March 2021

Objective: To identify lessons learned from the management of the second McKinsey Contract, signed in June 2019, and to identify best practices for managing future professional services contracts.

4 — **Transformation Mini-Health Check (Ongoing Assurance)** – June 2021

Objective: To present a status update on progress to date as well as key risk areas and gaps in activities required for organizational readiness to meet the needs of the programme and its stakeholders.

5 — **DPM Phase 1 Health Check** – May 2021 – in progress of finalization

Objective: To conduct a high-level assessment at a point in time during the programme lifecycle, based on areas identified within the assurance universe, to determine how the programme is performing in accordance with its objectives and the key risks it may be facing.

Prochaines étapes

- Bien que ce document se concentre sur la stratégie d'assurance de la DGVIR en tant que troisième ligne de défense, les détails du modèle global de surveillance et d'assurance pour la transformation et la modernisation de la plate-forme numérique (MPN), ainsi que les cadres de gouvernance et de surveillance, sont en cours d'élaboration.

- Les hypothèses énoncées sur la diapositive 4 sont en cours. Une fois que les détails concernant la gouvernance, la surveillance et la conception du programme seront finalisés, la DGVIR mettra à jour la stratégie d'assurance pour refléter les rôles et les responsabilités entre les lignes de défense.

- Une fois la vision et la portée définies, la DGVIR formalisera un cadre de référence pour aligner et délimiter la portée et les livrables de l'assurance de la DGVIR dans le cadre des phases 1, 2 et 3 de la MPN.

- La DGVIR est en train de finaliser une activité de leçons apprises basée sur le bilan de santé de la MPN pour la phase 1.

- Dans le cadre de la mise à jour du bilan de santé de la phase 3 de la MPN (diapositive 13), la DGVIR mettra à jour les observations pour faire la distinction entre la gouvernance, la surveillance, et l'assurance. La mise à jour pour le bilan de santé comprendra également de nouvelles observations sur la présentation au CT (y compris l'établissement des coûts) et la stratégie d'approvisionnement (y compris la gestion des fournisseurs).

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Annexes

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Annex 1. Key Definitions for IA Assurance Activities

The following definitions are aligned to OCG guidance for planned point-in-time assessments to be conducted by Internal Audit for DM Core Services Programmes:

IAAB Assurance Strategy	Health Checks	Deep Dives	Milestone Funding Validation	Independent Reviews	Internal / External Audit
• The Assurance Strategy provides IA with a **baseline understanding of the programme** and the associated risks being tracked and managed. • IA conducts a foundational, **high level assessment of each area of the assurance universe** (the pinwheel) to determine the periodicity of upcoming Health Checks, any immediate Deep Dives and Milestone-Based Funding Reviews. • The assurance strategy should be reviewed and **updated at least annually** (at IA's discretion). • The outcome is a clear roadmap for conducting Health Checks, and Milestone-Based Funding Reviews and provides an indication of potential immediate Deep Dives and/or (if known) additional Deep Dives that will be conducted over the life of the programme.	• Overall assessment of areas/elements of the Assurance Universe. • At regular intervals throughout the programme lifecycle (e.g. quarterly). • Based on IA's assessment of risk, the lifecycle stage, and other factors, the team applies key criteria based on best practices to provide a **reasonability check** on applicable programme components. *Limited Assurance.* • Health checks provide leadership with timely insights on how the programme is performing (with a view to manage risks effectively) and provide an independent line of sight as to the health and risks of a programme, in near real-time, in order to support decisions that impact programme success. • Expectation that a **high-level review is conducted to assess each assurance area and assign a health check rating** (no testing expected). • Each assurance area/element would be included in the health check unless the element is not activated. • Results are to be shared with the programme and G5 proactively to maximize value/utility.	• Formal and structured audits or reviews whose scope are informed by periodic risk assessments and Health Checks. *Higher level of Assurance.* • As required and in consideration of past, current, or planned work of other assurance providers. • Methods and approaches are closer to traditional IA role, with higher emphasis on agility, current/future risks, and outcome achievement. • Would cover specific assurance elements where IA deems there to be gaps, unmitigated risks or other areas of concern. • **Scope/level of assurance is dependent on the specific risk and time available** for review. • **A deep dive is done in much less time than a traditional audit** or review, e.g. 6-8 weeks. • Findings are summarized in a formal report which identifies recommendations for improvement. • Deep dives are coordinated with the input of the G5.	• Provides assurance to stakeholders on the achievement of the committed outcomes/ capabilities associated with a milestone or checkpoint. **Limited assurance.** • At pre-defined check-points and milestone approval stages established by the programme. • Based on knowledge gained from discussions and document review, including management's support/demonstration of milestone completion, IA gathers enough evidence to be satisfied that management's assertions are credible. • This provides an independent perspective on management's assertions and evidence of milestone completion, to inform funding decisions. • IA's review of the evidence of achievement of the milestone/ checkpoint **will leverage the activities of the 2nd LOD**. • A risk-based approach will be taken to ensure the process is agile and nimble.	• An independent third party review, Health Check, etc. performed by an independent and unbiased third party (e.g. "Third Party Reviews" as defined by Treasury Board). These have the benefit of increased objectivity (both real and perceived), but the drawback of less in-depth understanding of the initiative, less depth of analysis and higher cost.	• These are mechanisms to perform various types of post-activity review of programmes / projects. Audits are performed by independent third parties to ensure project activities were performed appropriately and outcomes were as expected. It is important to note that traditionally, audits are performed after the activities being reviewed by the audit have been completed. • Audits would be performed by IAAB or an external organization (e.g. OAG or OCG) if and when the need is identified.

Ongoing Assurance
- Processes / activities performed on an ongoing basis to observe, review, and provide feedback about, ongoing programme and project activities. Ongoing assurance is ideally performed by someone with extensive experience with the programme / project activity, but who is not actively participating in that instance of the activity.
- Work with Transformation leadership and programme management office in an embedded and collaborative manner to provide **ongoing assurance** to Transformation and DPM. The identification will be based on high risk areas that are integral to the effective delivery of the programme and related projects.
- Additionally, the CAE will attend governance committee meetings including DG Forum, Digital Transformation Programme Board, TransCom, and DM Core, among others, to provide ongoing advisory and assurance throughout the lifecycle of the programme.

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Annex 2. Update for Digital Transformation Programme (June 2021 DAC)

Programme de modernisation de la plateforme numérique

La transformation d'IRCC a été initialement lancée en avril 2019, et le programme reconnaît un certain nombre de leçons apprises au cours des deux dernières années.

Il y a une opportunité de revisiter les **structures originales mises en place** et d'aligner le ministère vers son état futur, notamment à la lumière de la préparation de la MPN phase 3 (renforcer).

Le programme a identifié un enjeu selon lequel il existe un manque de clarté sur la portée globale, la stratégie, la narration et les résultats opérationnels de la transformation. Il y a eu plusieurs approches pour communiquer et fournir des mises à jour sur chacun des leviers, qui ont mis davantage en évidence les stratégies concurrentes, les récits et les limites du programme.
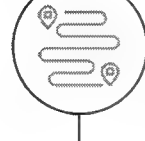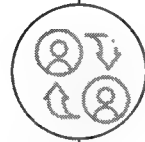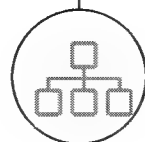
Ongoing Assurance Findings*

Vision & Strategy – There is a need for a single long-term vision and clear strategy to unify the current and future Transformation projects undertaken within DPM Phases 1, 2, and 3, alongside the levers of the Digital Transformation Programme, and transformation projects across IRCC. The vision and strategy must have committed buy-in from all sectors, resonate throughout the Department, and be communicated widely through multiple communication channels.

Business Sponsorship - There is a need to refine and re-articulate the definition and responsibilities of the key roles in programme management, and to identify a Business Sponsor. Sponsorship at senior management levels must also be increased for departmental Transformation to champion, drive, and communicate the needs, benefits, and plan for the programme. Sponsors must play a key role in driving change by ensuring their respective sectors and branches take ownership for Digital Transformation, and have the capacity to implement and realize the benefits of newly-built tools and products.

Governance, Oversight & Assurance – As Digital Transformation continues to evolve and expand, the governance structure for Transformation needs to be refined and streamlined. There is a need for clear lines of responsibility and accountability for decision-making and ensuring that there is appropriate representation of departmental stakeholders, while being built upon the basis of nimble governance and decision-making. Additionally, functional areas, referred to as the Group of 5 (G5), must develop an assurance strategy and align their mandates to provide assurance and oversight to transformation initiatives, in order to avoid unnecessary overlap.

Roles and Responsibilities of All Stakeholders & Enablers – There is a need for roles and responsibilities across the Transformation programme to be clarified and understood by all stakeholders and enablers. Duplications of effort across programme management and interactions with partners across the department should be identified, defined and consolidated.

Department-wide Integrated Roadmap – There are important interdependencies among ongoing initiatives within the Department including Digital Transformation, policy modernization, and operational priorities. There is a need for a Department-level roadmap to feed into prioritization activities and tracking of dependencies. The development of the roadmap is in its early planning stages and is being discussed between Transformation Branch, Strategic Policy Branch, and Operations Planning and Performance Branch.

*IAAB recognizes that work is in progress to address some of these areas and will be captured within the Risk Assessment/Health Check.

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Annexe 3. État cible de l'assurance

1re et 2e lignes de défense

3e ligne de défense et organes indépendants

Équipe du programme

Gestion financière

Gestion de la qualité

Avantages et capacités

Gouvernance de programme

Gestion des risques et des enjeux

Gestion de projet

L'équipe du programme élabore des rapports complets au niveau des projets et des programmes, qui incorporent toutes les principales mesures de rendement.

L'équipe du programme effectue l'évaluation continue des risques et la gestion des risques et des enjeux de l'initiative.

Un rapport mensuel commun sera élaboré avec le G5 pour la mise en œuvre de tous les programmes et initiatives. Ces renseignements mettront en évidence les écarts importants et seront communiqués au G5 afin d'éclairer leurs travaux.

Assurance intégrée

Examen de l'achèvement des jalons

Préparation opérationnelle
Solution technique
Éléments financiers
Zones s'assurance
Aspects réglementaires
Infrastructure

Bilans de santé réguliers

Audit Interne

Risks
Issues
One Standard Monthly Report

Production de rapport normale

Échange de renseignements

Rapports mensuels

Les membres du G5 continueront de s'acquitter de leurs mandats respectifs tout en travaillant différemment ensemble pour renforcer les synergies entre les fonctions et éviter tout fardeau/chevauchement inutile.

BDPI

SCT/BCG

CSD/BGPE

DPF

Vérification interne

Coordination au sein du G5

Assurance conditionnelle fondée sur le risque

Une assurance supplémentaire sera entreprise lorsqu'un risque élevé est repéré ou qu'un problème important est déclenché.

Voici quelques exemples :

Examen des politiques par le BCG du SCT en raison d'une non-conformité aux exigences de la politique actuelle

Plongées en profondeur par la VI dans des secteurs à risque élevé

Examen de la réalisation des avantages par le BDPI ou le DPF en raison de retards dans l'obtention d'avantages

Examen du contrôle des processus opérationnels par le DPF et l'a VI si les documents de contrôle sont introuvables

Examen de la gouvernance par le Bureau de gestion de projet organisationnel en raison de problèmes de gestion du programme

Ces examens sont coordonnés au sein du G5, et les rapports sont communiqués au groupe commun

*Ne s'applique qu'aux quatre initiatives qui s'inscrivent dans la portée de ce travail : EDSC – Modernisation de la plateforme numérique (MPN) et Dette technique; MPN d'IRCC; et initiative ProGen de SPC/SCT. Aucun changement au reste des projets et des initiatives.

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Annexe 4. Exemple d'échelle de notation pour les bilans de santé

Cet exemple sert de guide et ne remplace pas le jugement de l'équipe de VI. L'échelle de notation utilisée doit être davantage adaptée aux spécificités liées à chaque programme. Cette échelle de notation sera utilisée pour évaluer chaque domaine d'assurance. Dans cet exemple, veuillez garder à l'esprit qu'il ne s'agit pas d'une échelle mathématique et qu'elle nécessitera une évaluation subjective. En appliquant ces critères, utilisez les principes suivants :

- Si la majorité des critères sont rouges, le domaine d'assurance doit être classé comme élevé.
- Si la majorité des critères sont jaunes, le domaine d'assurance doit être évalué comme moyen.
- Si la majorité des critères sont verts, le domaine d'assurance doit être noté comme faible.
- S'il y a un mélange de notations pour les critères, l'équipe de VI doit appliquer son jugement en utilisant les informations dont elle dispose (nombre de critères dans chaque couleur, les informations sur les considérations de santé, et les critères d'évaluation).

Critères	Échelle de notation		
Atténuation des risques			
Nombre de risques notés « élevés » ou de problèmes notés « élevés » par gestion de programme/projet	Aucun	1-3	Plus que 3
Progrès sur les plans d'atténuation	Bons progrès - Majorité des actions en cours/progrès ou achevées par rapport aux dates cibles	Progrès limités - certains progrès sont en retard sur l'objectif ou certaines actions sont en retard	Aucun progrès - les progrès à ce jour ne sont pas conformes à l'objectif et/ou la majorité des actions en retard
Qualité des plans d'atténuation	Le plan de réponse aborde les facteurs de risque	Le plan d'intervention ne traite que partiellement des facteurs de risque; travail requis	Le plan d'intervention ne répond pas aux facteurs de risque; des travaux importants sont requis
Risques manquants			
Nombre de risques manquants évalués comme élevés	Aucun	1	2 ou plus
Statut/Activités			
Autres informations	D'autres informations indiquent que le domaine de l'assurance est bien géré	D'autres informations indiquent qu'il existe certaines préoccupations quant à l'efficacité avec laquelle le domaine d'assurance est géré	D'autres informations indiquent que le domaine de l'assurance n'est pas bien géré

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Pages 507 to / à 508

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Digital Platform Modernization Governance Model – Definition Phase

Digital Transformation Programme Board
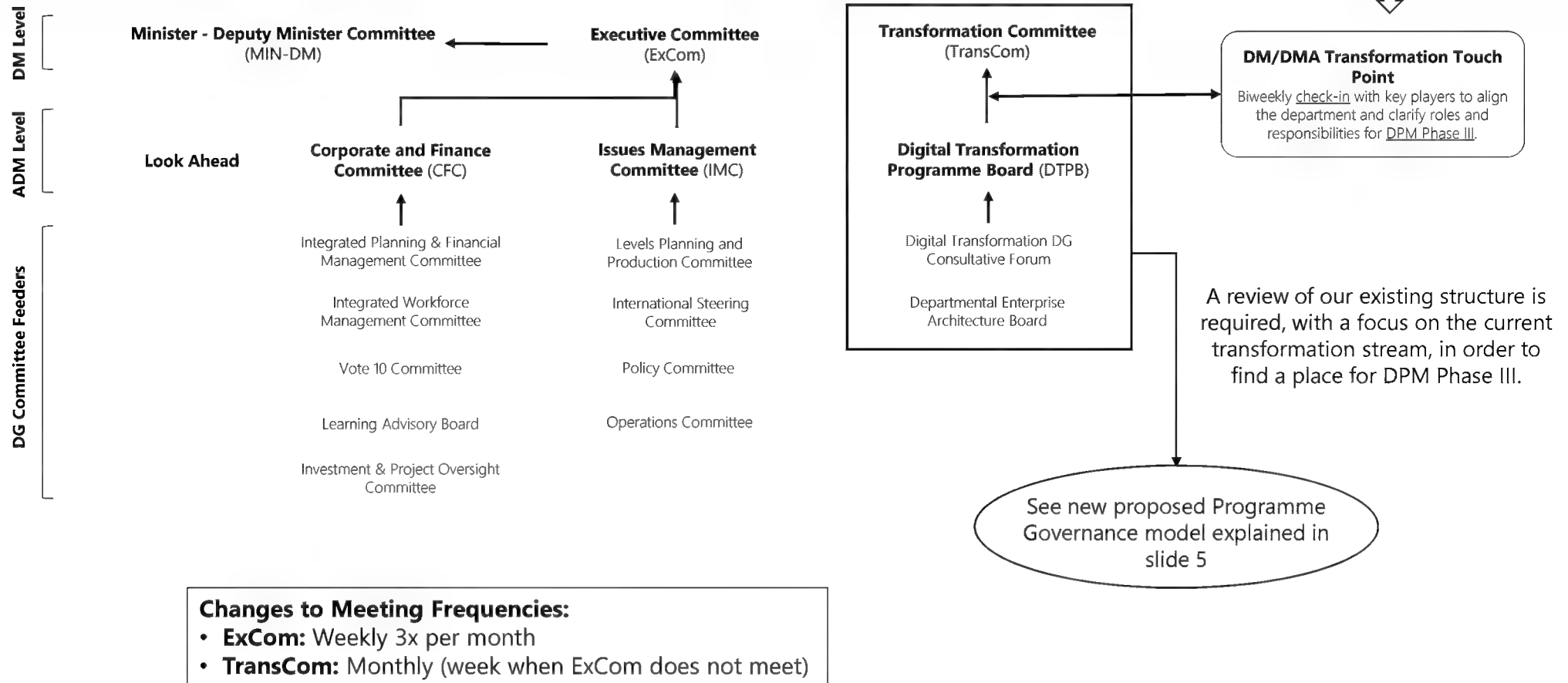
September 17, 2021

Établir une gouvernance solide pour la MPN

- Alors que nous entamons la troisième étape de la Modernisation de la plateforme numérique (MPN), la structure de gouvernance de la Transformation doit être simplifiée et améliorée.

- Nous proposons de légères révisions permettant une transformation de l'approche de gouvernance pour l'**étape de définition** de la MPN, et des changements plus importants aux fins de la conformité aux lignes directrices du SCT pour l'**étape de mise en œuvre**.

Où en sommes nous? Étape préalable à la définition

- Les principaux dirigeants travaillent actuellement à déterminer les rôles et responsabilités liés au programme, y compris un promoteur de programme/pour SRO.

- Une fois que cela sera défini, le mandat et la composition des comités actuels seront révisés afin de s'assurer que les membres respectifs ont des responsabilités claires.

- De nouveaux comités seront établis aux fins de l'étape III de la MPN (conseil de programme et conseil consultatif des DG de la MPN).

- Les règles de gouvernance pour les comités desservant la MPN seront examinées afin de permettre des discussions plus dynamiques et la prise de décisions juste à temps (i.e. dépôt de documents sans préavis).

Current IRCC Decision-Making Committee Structure

DM Level

ADM Level

DG Committee Feeders

Minister - Deputy Minister Committee (MIN-DM)

Executive Committee (ExCom)

Look Ahead

Corporate and Finance Committee (CFC)

Integrated Planning & Financial Management Committee

Integrated Workforce Management Committee

Vote 10 Committee

Learning Advisory Board

Investment & Project Oversight Committee

Issues Management Committee (IMC)

Levels Planning and Production Committee

International Steering Committee

Policy Committee

Operations Committee

Transformation Stream Under Review

Transformation Committee (TransCom)

Digital Transformation Programme Board (DTPB)

Digital Transformation DG Consultative Forum

Departmental Enterprise Architecture Board

New!

DM/DMA Transformation Touch Point
Biweekly check-in with key players to align the department and clarify roles and responsibilities for DPM Phase III.

A review of our existing structure is required, with a focus on the current transformation stream, in order to find a place for DPM Phase III.

See new proposed Programme Governance model explained in slide 5

Changes to Meeting Frequencies:
- **ExCom:** Weekly 3x per month
- **TransCom:** Monthly (week when ExCom does not meet)
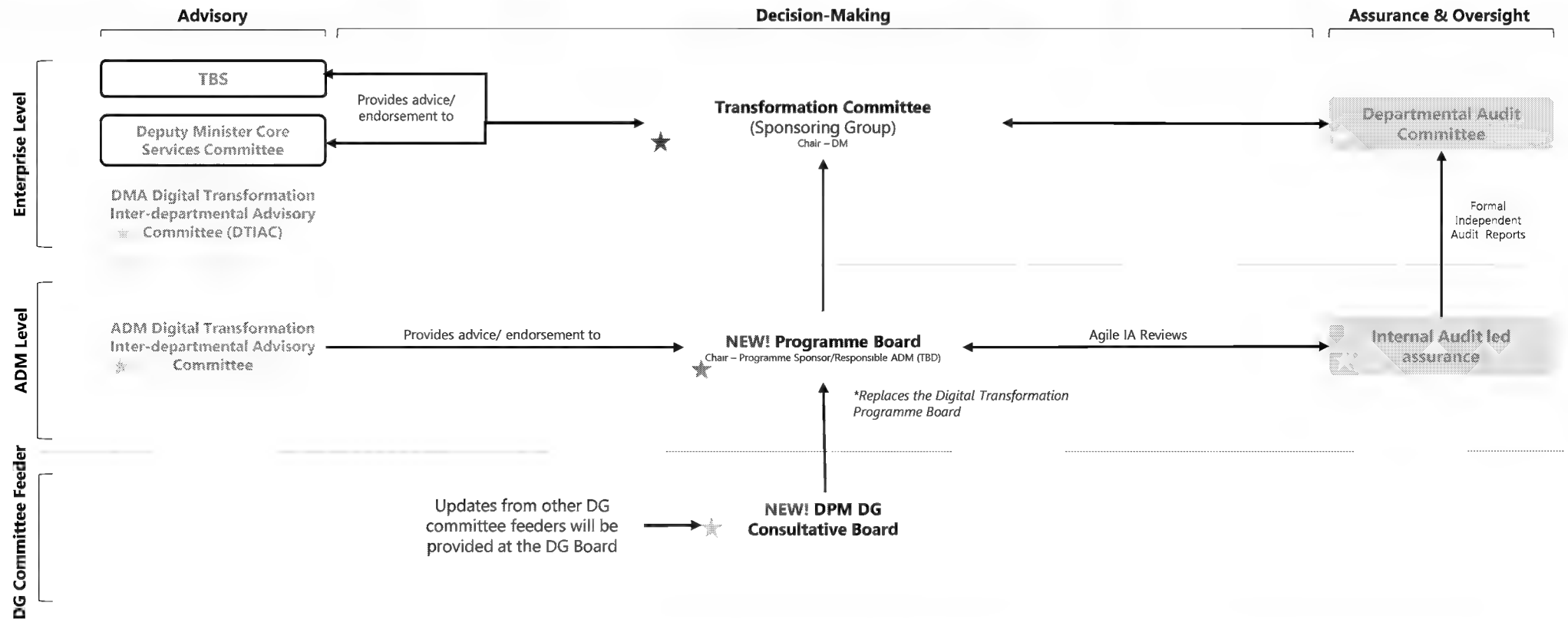
3

Programme Board:

- The Programme Board will replace the Digital Transformation Programme Board (DTPB).

- It will be chaired by the Programme Sponsor/Responsible ADM (tbc).

- The mandate and roles/responsibilities to be revised based on DPM.

- Membership will be amended to include key leads/accountable ADMs so that decisions can be made at the Board (i.e. CFO for financial decisions, Senior Designated Officer for Programme management and oversight, etc.)

DPM DG Consultative Board:

- The DPM DG Consultative Board will act as the central DG committee for the Definition stage of DPM, where cross-functional items will be discussed.

- Debriefs on relevant items from other DG committees will be provided at the DG Board.

- The Terms of Reference, including roles/responsibilities, chairmanship and reduced membership, to be revised to ensure key functional leads are at the table (i.e. privacy, data, IT Ops, project/programme, audit, etc.)

4

Definition Phase – Proposed Programme Governance Model

Advisory   **Decision-Making**   **Assurance & Oversight**

Enterprise Level

TBS

Provides advice/ endorsement to

Deputy Minister Core Services Committee

DMA Digital Transformation Inter-departmental Advisory Committee (DTIAC)

Transformation Committee
(Sponsoring Group)
Chair – DM

Departmental Audit Committee

Formal Independent Audit Reports

ADM Level

ADM Digital Transformation Inter-departmental Advisory Committee

Provides advice/ endorsement to

NEW! Programme Board
Chair – Programme Sponsor/Responsible ADM (TBD)

Agile IA Reviews

Internal Audit led assurance

Replaces the Digital Transformation Programme Board

DG Committee Feeder

Updates from other DG committee feeders will be provided at the DG Board

NEW! DPM DG Consultative Board

Legend:

Advisory/Endorsement Body | Red outlines bodies outside of IRCC | Decision-Making Body | DG Committee Feeder | Assurance & Oversight | ★ Managed by ICB | ★ Managed by TB | ☆ Managed by Audit

5

Prochaines étapes – Planification à moyen/long terme

Étape de définition	Étape de mise en œuvre
• Le modèle de gouvernance pour l'étape de la définition de la MPN sera mis en œuvre (*voir la diapositive 5*). • Pour la préparation à l'étape de la mise en œuvre, des **volets de travail liés à la MPN** seront déterminés.	• On présentera la structure de décision finale et les nouveaux volets de travail de la MPN (*voir le modèle proposé dans l'annexe*).

6

Annex — Implementation Phase – Proposed Programme Governance Model

Advisory   **Decision-Making**   **Assurance & Oversight**

Enterprise Level

- **TBS**
- **Deputy Minister Core Services Committee**
- **DMA Digital Transformation Inter-departmental Advisory Committee (DTIAC)**

Provides advice/endorsement to

Transformation Committee (Sponsoring Group) — Chaired – DM

Departmental Audit Committee

Programme Level

- **ADM Digital Transformation Inter-departmental Advisory Committee**
- **Enterprise Architecture Review Board (GOC & IRCC)**

Provides advice to

Provides advice/endorsement to

Programme Board

Agile IA Reviews

Internal Audit led assurance

Formal Independent Audit Reports

Project Level

- **DPM DG Consultative Board**

Provides advice to

Workstream Board A   **Workstream Board B**   **Workstream Board C**   +or-

Investment & Project Oversight Committee

+or-   **Project Board A**   **Project Board B**   **Project Board C**

Business Intake

Legend:

| Advisory/Endorsement Body | Red outlines bodies outside of IRCC | Decision-Making Body | Assurance & Oversight | Director Level | Managed by ICB | Managed by TB | Managed by Audit | Managed by EPMO |

Digital Journey Labs:
Progress update

Digital Transformation Programme Board (DTPB)
September 17, 2021

Agenda

1   DJL Progress and Update

2   Overview of the Digital Factory – Centre of Excellence

3   Annex

Digital Journey Labs – Progress and Updates

Immigration Refugees
and Citizenship Canada
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et Citoyenneté Canada
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Faits Marquants

VRT demandes en ligne

1

De nouvelles modifications de l'application électronique RT ont été publiées avec succès le 7 septembre, avec l'annonce de la réouverture des frontières pour les résidents temporaires entièrement vaccinés.

Les changements comprennent :

- De nouvelles options dans l'e-App RT pour les membres de la famille unie et les membres de la famille élargie,
- Création de codes de programme spéciaux dans le SMGC pour que les agents puissent récupérer ces demandes, et
- De nouveaux documents justificatifs à fournir par les clients avec leurs demandes.
- Aucun problème de performance ou technique n'est survenu. L'équipe continue de surveiller de près avec le soutien de IT Ops.
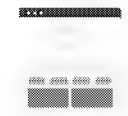
Lab Permis d'études

2

Réussite de l'atelier de deux jours sur le produit minimum viable (PMV) avec plus de 50 participants afin d'aligner sur la désirabilité de la conception, la viabilité et la faisabilité technique de plus de 24 caractéristiques potentielles du PMV.

4

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Le point sur la situation

	Mises à jour et réalisations récentes	Prochaines étapes
Lab VRT *(Équipe Client)*	• **MVP at high risk as a result of the prioritization exercise and IT Ops capacity and planning challenges** • **Finalizing the work for Phase 1 of Digital Capture MVP** • **Phase 2 has began** for Digital Travel Credential (DTC) capabilities in the Mobile App • Continuing to work with partners to deliver Phase 3 – Mobile App integration with IRCC portal • **Received ITAM approval** of the Software Development Kit (SDK) and moving forward with the procurement process	• **Release of Phase 1 of Digital Capture is planned for Sept 30th and Phase 2 planned for October 4th .** • Discussion with IT Ops to assess options to support MVP release. • **Finalize Procurement contract and Vendor plug-in.** • Defining pilot success criteria, including testing strategy for the integration of the vendor solution as well as the integration with the IRCC Portal. Details to be shared with relevant stakeholders.
Lab VRT *(Équipe des agents)*	• Environ **2 531** dossiers PE et **153** PT ont été traités avec succès par les utilisateurs du RI et RC. • **Des priorités de la PMV ont été identifiées pour le module de gestion des applications et des activités (GAA).** • Solution potentielle identifiée pour la création des comptes pour l'outil de traitement. • Des priorités du réseau en plein changement rendent les tests d'utilisabilité difficiles à réaliser. Cela affecte le lancement de l'outil, qui sera retardé jusqu'à ce que les priorités se stabilisent.	• Finaliser le développement du module de gestion des applications et des activités (GAA). **Le lancement de la PMV est prévu pour le 20 septembre.** • Poursuite des tests d'amélioration du processus de téléchargement des données en cours d'examen, y compris la possibilité de tirer parti de MS Data Factory. • Avec l'approbation du SCED, prévue pour décembre 2021, les premiers travaux de préparation et de soutien vont commencer. Les sprints devraient commencer en octobre ou novembre 2021.
Lab de la Citoyenneté	• Continue to provide support since the expansion of eApp to 100% of clients aged 18 and over (applying alone, without a representative). **No performance or technical issues have occurred.** • **21,766** e-apps have been received in the Cit Intake Tool; **9,002** have been reviewed, 93% of which have been deemed complete. • **Issuance of Acknowledgement of Receipt (AOR) for e-apps is now aligned with AORs for paper applications.** • Testing within the Lab has begun for online passport submission feature; UAT planned for week of September 13.	• Test features to support online submission of passport copies for clients who applied on paper. **Targeting a release date of September 30th** • Continue refining work items required to build short-term solution to support clients who are applying with the help of a representative. The build for this short-term solutions is set for September 15th.

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Le point sur la situation

	Mises à jour et réalisations récentes	Prochaines étapes
Lab de la RP- ÉCF	• **Le programme et la feuille de route de la PMV ont été révisés. Nouvelle date de lancement prévue pour le 25 octobre** • Approbation sans conditions de l'autorisation d'exploitation (AE) de l'outil de traitement des demandes (Cumulus). • Collaboration étroite avec EDW pour définir un processus et une voie à suivre.	• Les tests de convivialité avec les bureaux de Pékin, Hong Kong et Manille (IN), et le BRCD à Sydney (RC) dès le 12 octobre. • Engagement avec les réseaux pour planifier le programme de formation • Discussion avec les Opérations pour un plan et la stratégie d'engagement des syndicats.
Lab MonDossier	• **MVP 1 is set to be completed on April 4th, 2022** • While sizing MVP features, 4 options were identified with recommendation for a **Stand-alone solution** to be the most value added. This solution entails the creation of **a new portal** to allow value to clients immediately while setting up the foundation for a long-term enterprise wide solution. • Met with key stakeholders for Status Trackers to discuss adding tools/functions. • Working on validation flow for users. • Completed UI development for login/signup, non happy path flows to follow	• Confirm the MVP for the Stand-alone solution • Confirm the validation piece for Client registration with legal/admissibility.
Lab Permis d'études	• Select themes discussed at MVP include: Applying for an extension online, pre-populate and re-use existing client data for applications, renewal management (e.g., proactively prompting clients to apply for EXTs and PGWP), OCR Letter of Acceptance, and real time integration with DLI. • Top MVP features to be discussed with key stakeholders and refined	• Discuss Sprint schedule • Begin Business Case development • Design team to begin mock-ups/prototypes for upcoming sprints • Tech procuring assets and environments to begin

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Le point sur la situation

	Mises à jour et réalisations récentes	**Prochaines étapes**
VRT demandes en ligne	• **Expansion to Work Permit CR's and APR portal at high risk as a result of the prioritization exercise and IT Ops capacity and planning challenges.** • **3,782** TRV applications and **844** study permit applications have been successfully submitted to GCMS. • Plan to ramp up the TR e-App and exit the pilot phase with recommendation for **Sept 27th**. • Finalized the business requirements and designs for Digital Capture within the IRCC Portal and TR e-App.	• **Obtain Go/no-Go decision by DGs for the ramp up of the TR e-App (week of Sept 20th.)** • Finalize the ramp up of the TR e-App by Sept 27th. • Expansion for Open Work permit scheduled for R26. **Awaiting confirmation of prioritization for other Work permit streams.** • Continue to identify and refine scenarios for Digital Capture in the portal and TR e-App with the TRV Journey Lab.
Voies d'accès RT à RP	• Plus de **136 000** comptes crées, **2 300** demandes avec une décision finale positive, et un inventaire de plus de 7 800 dossiers potentiels en date du 8 Sept. • **Le plan de transition des robots vers le RC a été reporté d'au moins 4 mois**. Des options sont à l'étude pour renouveler les utilisateurs actuels des robots pour au moins 4 mois.	• **Étude de l'option de semi-intégration pour augmenter le transfert des applications vers le SMGC.** • Travailler avec les RH pour garder la cohorte actuelle d'employés. • Travailler avec CPR- CE, Ops et l'équipe de travail sur les solutions (ETS) pour définir un nouveau processus de robot pour réinitialiser le processus de téléchargement de dossiers pour une application existante.
Moteur de talent numérique	• **Ajout d'environ 8 candidats dans le pipeline (39 dans le pipeline actif, 199 dans le CV / l'arriéré de sélection).** • Poursuite du recrutement pour le laboratoire 6 • Début le recrutement pour le laboratoire 7 • Finalisation de la liste des leçons apprises	• Continuer à rechercher des stratégies de recrutement et de partenariat indigènes • Créer une liste de contrôle/un guide pour les recruteurs • Mettre en place des guides de développement avec le CE • Poursuivre le recrutement actif pour les laboratoires 6 et 7 • **Présenter les leçons apprises aux parties prenantes des RH** • Organiser des déjeuners et des formations : Agilité commerciale, genre et pronoms. • Intégration des nouveaux employés
Fabrique numérique- CE	• **Développement d'une feuille de route intégrée pour l'usine numérique, prête à publier.** • **Soutien d'un atelier de la PMV du laboratoire 5 réussi**	• **Développer une stratégie d'usine numérique comprenant une vision, des objectifs stratégiques et une feuille de route de haut niveau.** • Rédiger l'analyse de rentabilité du laboratoire 5 • **Élaborer une recommandation de Transcom pour le séquençage et la sélection des laboratoires en 2021-22.**

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Overview of the Digital Factory – Centre of Excellence

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The Vision for the Digital Factory

Rapidly building the digital services to meet our departmental priorities in 2021+ and establishing capabilities to ensure sustainability for our future

The Digital factory is currently running five parallel Labs

4 additional Journeys have been approved for launch between now and March 2022, to be reimagined from end to end to alleviate client and IRCC employee pain points.

To support sustainable growth and empower the labs we have launched a **Digital Factory Centre of Excellence.**

Our Digital Factory vision aims to:

01.
Establish a permanent Agile organizational structure that is comprised by multiple Digital Labs that ladder up to a Center of Excellence

02.
Enable the rapid delivery of digital services to ensure we meet our digital and transformation commitments

03.
Support our resumption of work as a department

04.
Deliver on client services (with an emerging demand for digital services)

IRCC's Digital Factory aims to reimagine client and agent/officer experience and unlock productivity through fast and improved ways of delivery…

Core Components of the Digital Factory….

Focus of
subsequent slides

Digital Labs to reimagine client and agent/officer experiences through small, empowered & mission based teams

Digital Factory COE is the leadership structure for the Digital Factory responsible for scaling, defining standards, removing impediments for the Digital Labs, and ensuring tight connectivity to the broader department

Digital Talent Engine is a team that reimagined recruitment of top Digital talent at IRCC and supports talent needs of Digital factory

Digital Factory works hand-in-hand with SMEs and experts across departments to amplify impact of new Digital tools and experiences

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Strategic objectives of a Digital factory COE

IRCC's Digital Factory Center of Excellence (COE) will aim to empower and accelerate delivery while fostering a growth and learning environment

01.

Accelerate delivery against departmental priorities by standing up and supporting the velocity and delivery of IRCC's Digital Labs
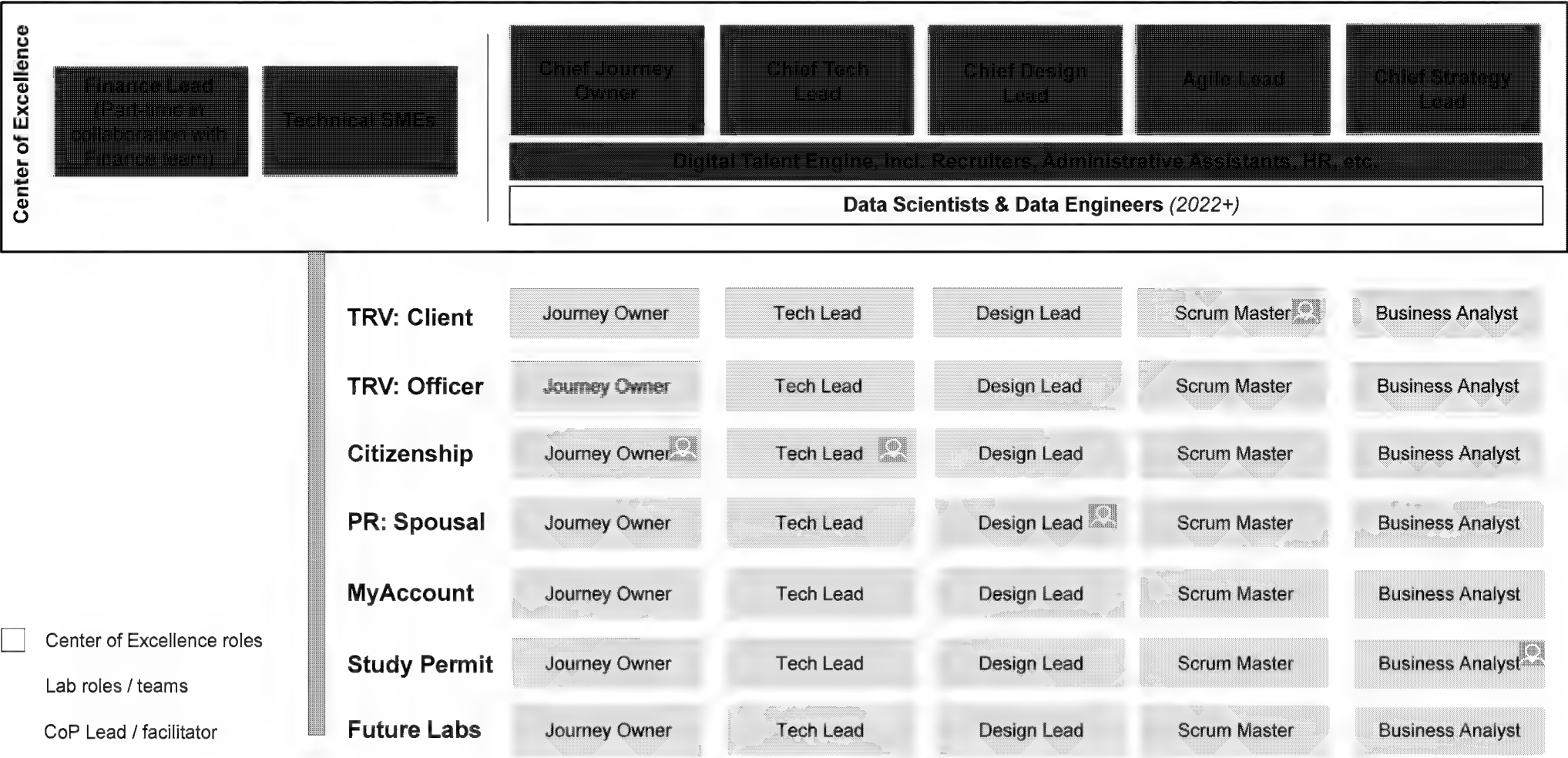
02.

Define standards for various functions of Digital Factory such as Agile, Design, Tech and Business

03.

Grow and cultivate talent in the Digital Labs by leading learning and development through coaching

Each role in the COE leads their respective function horizontally, ensuring we leverage assets across the labs, integrate journey roadmaps, and scale sustainably

Center of Excellence

| Finance Lead (Part-time in collaboration with Finance team) | Technical SMEs | | Chief Journey Owner | Chief Tech Lead | Chief Design Lead | Agile Lead | Chief Strategy Lead |

Digital Talent Engine, incl. Recruiters, Administrative Assistants, HR, etc.

Data Scientists & Data Engineers *(2022+)*

	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
TRV: Client	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
TRV: Officer	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
Citizenship	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
PR: Spousal	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
MyAccount	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
Study Permit	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst
Future Labs	Journey Owner	Tech Lead	Design Lead	Scrum Master	Business Analyst

Center of Excellence roles

Lab roles / teams

CoP Lead / facilitator

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The COE launched this summer and has started empowering the labs to deliver while defining and setting up an infrastructure for sustainable and integrated growth

Chief Journey Owner
Connie Iatauro

Leads and shapes the overall vision and journey of the Digital Factory

Chief Tech Lead
Jeyananthan Sivakumaran

Works across Labs and with other stakeholders to ensure journeys are technically sound
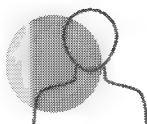
Chief Design Lead
Jessica Lo

Orchestrates, convenes, and teaches best-in-class design practices across Labs
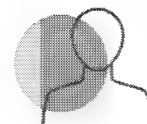
Chief Strategy Lead
Joseph Cleyn

Manages Digital Factory roadmaps aligned to departmental priorities, tracks outcomes
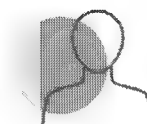
Agile Lead
Amyn Gilani

Supports cross-Lab unblocking, application of agile best practices, and convenes leaders

Digital Talent Lead
Daphne Paquet

Drives best-in-class digital talent management, owning end-to-end digital candidate journey
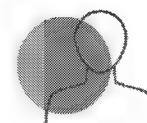
Head of Program Delivery
Yvette Mputu

Responsible for guiding teams, start-to-finish, through the Digital Factory's overall transformation objectives and process.
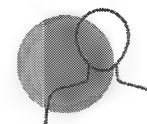
Technical SMEs
Ken Davis – Solutions Architect
Arpan Bhargav – Functional Lead
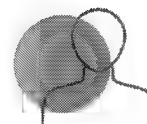**Matt Emond – System Design Lead**

Role-by-role basis, e.g., shape solutions architecture and functional requirements gathering

Finance Lead
Partner from Finance

Tracks Factory financial management, including budgeting, investments, and value

Data & Analytics Lead
TBD

Owns Factory insight generation and analyses; applying data science and engineering

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IRCC's Digital Factory Center of Excellence (COE) will aim to empower and accelerate delivery while fostering a growth and learning environment
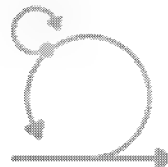
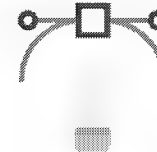## Core responsibilities of a Digital COE include…

Scale Digital Factory
through new Digital labs

Remove impediments
for Digital labs

Define and operationalize
Agile engineering practices

Define best-in-class Design
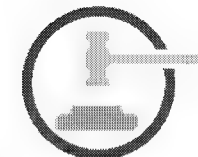standards and practices
(e.g., Design system)

Standardize Agile ways
of working

Establish technology
standards and future state
architecture

Support talent development
needs of labs through
coaching and leading
Communities of Practise

Lightweight, fit-for-purpose
governance across labs

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# Annex

Biweekly CIT Metrics

CIT e-App Overview

These numbers reflect the cumulative applications in the respective category as well as the increase since the last reporting period

44295	611	21172	9015	8355
Registrations		Submissions	Completeness Check	Promoted to CCMS

Reporting Data Period
2020-11-30
2021-09-03

Operational Excellence

Intake Time (Days)
Received to Promoted Baseline 24

95.00
Target 55

Completeness Rate
Baseline 20% Target 780

Processing Time (Days)
Received to First Decision Baseline 365

152.00
Target 207

Client Experience

Time Taken to Apply (Weekly)

E-Application Information

Top Incomplete Reasons

CIT e-App Test Cohort

- Since August 11, the option to apply online is available to 100% of website traffic. Eligible clients are adults aged 18 and over, applying alone without a representative

- Submissions received in August showed a 136% increase over July and a 242% increase over June.

- The completeness rate continues to hold steady.

- Processing Time shown is based on the 180 E2E cohort and may not be reflective of what will occur when e-App processing rolls out beyond this prioritized group.
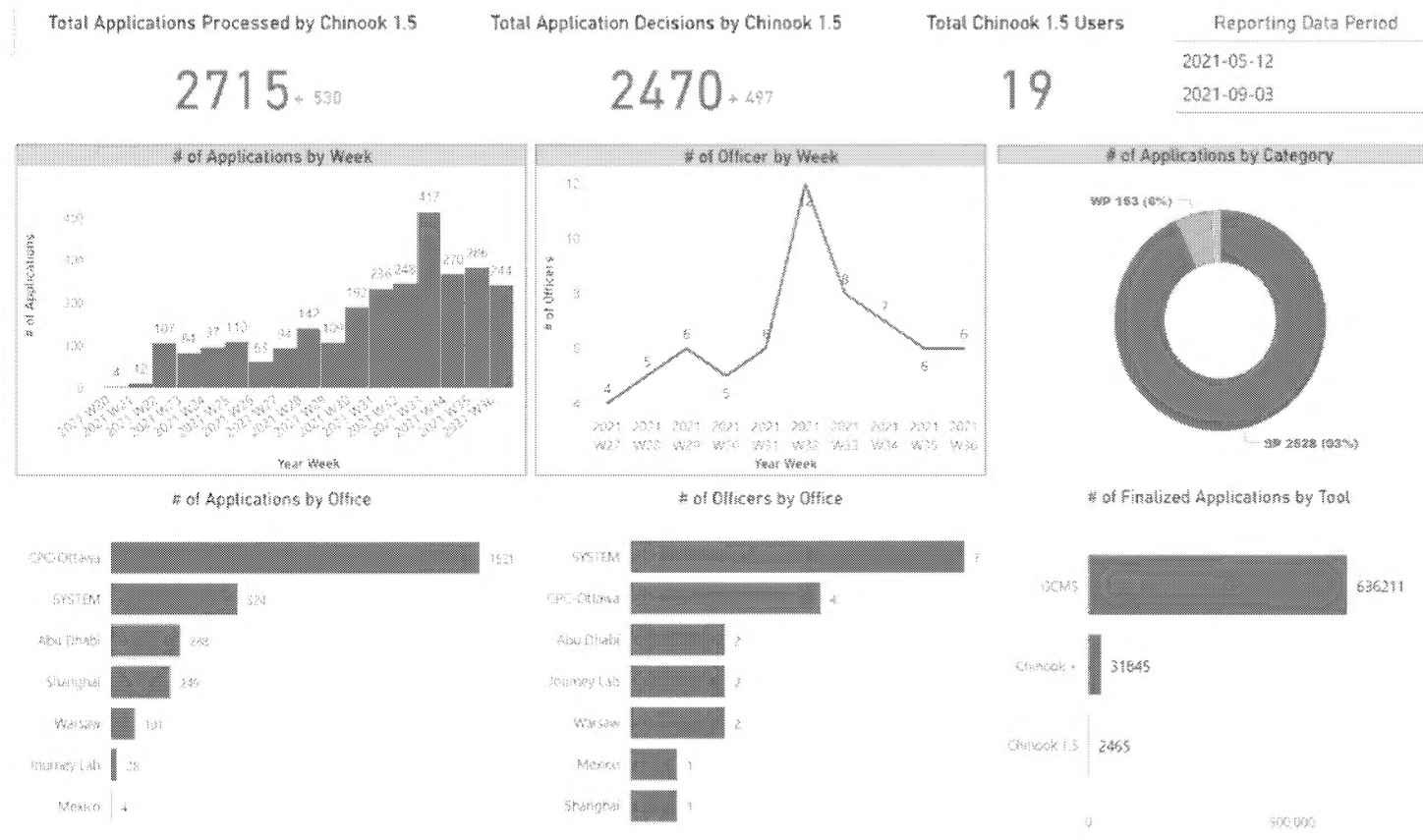
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Biweekly TR Metrics

Updated on September 7th 2021
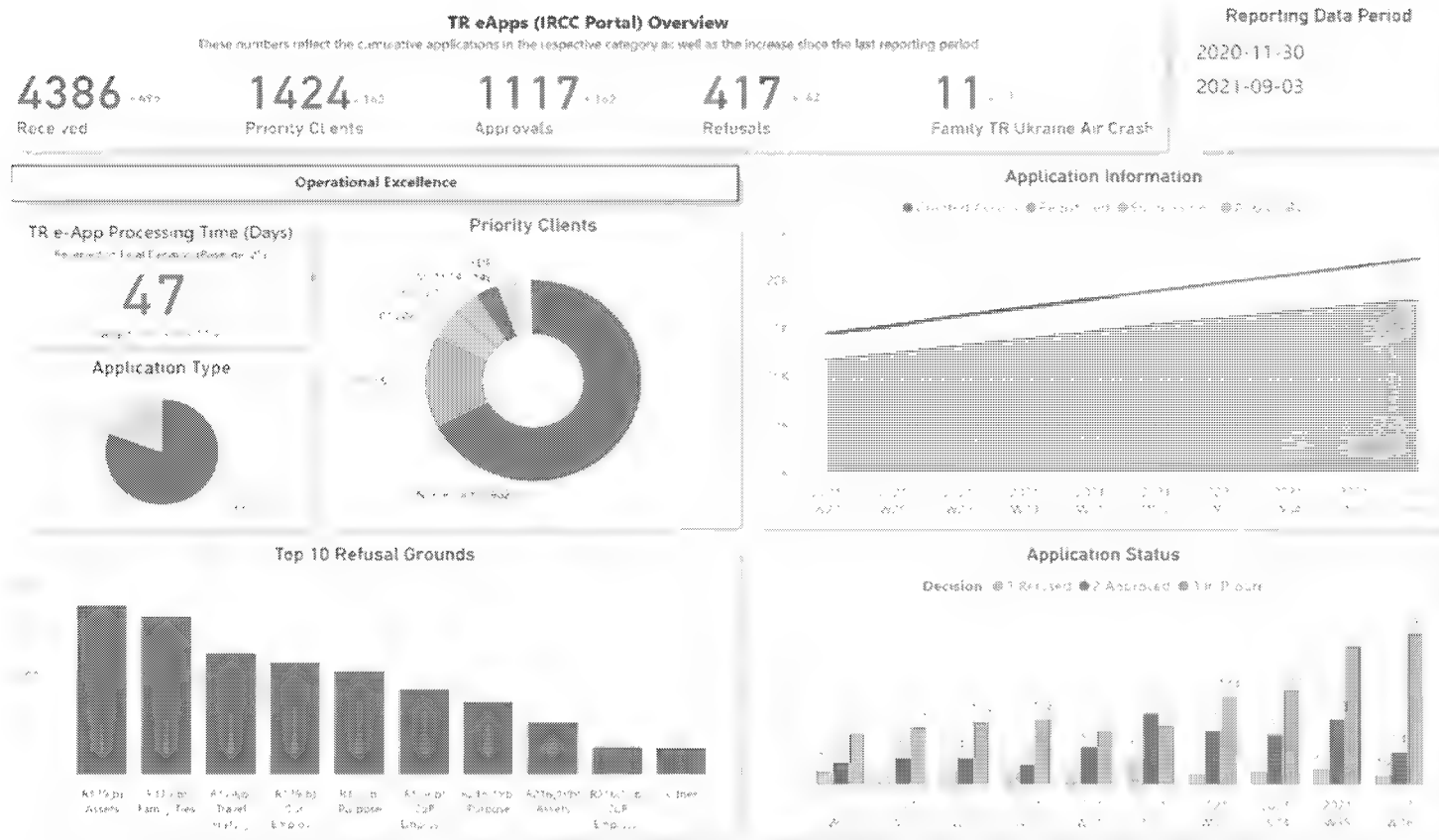
- TR eApps/ IRCC Portal is currently receiving 60% of the traffic from the seek website.
- Consultations are ongoing to propose dates and activities to expand the eApp and exit the pilot phase
- Successfully implemented changes in the eApp to align with borders re-opening for temporary residents on September 7th.

Biweekly Chinook Metrics

Updated on September 7th 2021

Total Applications Processed by Chinook 1.5

2715 + 530

Total Application Decisions by Chinook 1.5

2470 + 497

Total Chinook 1.5 Users

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Reporting Data Period

2021-05-12
2021-09-03

OUTCOME

# of Applications by Week

# of Officer by Week

# of Applications by Category

WP 153 (6%)
SP 2528 (93%)

- Roll-out plan being developed and new officers being onboarded.

- Improvements to the UI/UX received positive feedback from users. Continuous improvements will take place as valuable feedback received from users.

- Currently focused on AAM development, with AAM-MVP on track for end of September.

# of Applications by Office

CPC-Ottawa   1923
SYSTEM   324
Abu Dhabi   248
Shanghai   245
Warsaw   101
Journey Lab   28
Mexico   4

# of Officers by Office

SYSTEM   7
CPC-Ottawa   4
Abu Dhabi   2
Journey Lab   2
Warsaw   2
Mexico   1
Shanghai   1

# of Finalized Applications by Tool

GCMS   636211
Chinook +   31845
Chinook 1.5   2465

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Agile delivery: velocity and look ahead – as of September 7th

		Completion % (Story points)		Predictibility[1] (Story points)	Backlog health[1] (#sprints ahead[2])		Talent needs	Next release & rollout	Blockers/ Challenges
		Previous sprint	Last sprint	Last 5 sprint Average	At sprint planning				
TRV	Client	44% Aug 4 – Aug 18 16 out of 30 points	50% Aug 18 – Sep 1 122 out of 242 points	N/A	1			Upcoming release – Phase 1 (MRZ capability) **DATE** • Mid October	Macbooks have been delivered to NHQ. Coordinating delivery/pick up of laptops with IT Asset Management This is blocking us because we have yet to hear back from Asset Management in 2 weeks.
	Officer	100 % Aug 4 – Aug 17 124 out of 124 points +4 bug fixes added after start of sprint.	92%* Aug 18 – Aug 31 190 out of 206 points + bugs added during sprint	95+%	1		• UX research and Digital Design skills to enable creation of broader features.	• Sept 1 will see creation of new My WP and My SP views plus other minor changes. • Significant back-end work being undertaken related to AAM development also undertaken.	• Critical need for Chinook 1.5 data upload solution (SCED) • Critical need for streamlined Dynamics accounts creation process. • Clarity on scope of Scrum team and product needed from Journey Lab management.
Citizenship		100% Aug 04 – Aug 17 54 out of 54 points	48% Aug 18 – Aug 31 31 out of 65 points Stories delivered late to QA and Unexpected absences from QA team.	88%	2		• Intermediate designer	Next release(s) • By 30 Sep 2021 Online submission of passport copies for paper applicants	• Cypress NPM package(s) – Pending approval from IT – progressing slowly.

1. Predictability is a measure of delivered vs. committed work, provides insight into the reliability of the forecasted release date (5 sprint average)
2. Number of Backlogs. It measures the number of sprints ahead for which the backlog has been groomed and meets Definition of Ready (DoR).

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DTE Pipeline Update 09/10

ol. digital talent engine | moteur de talents numériques
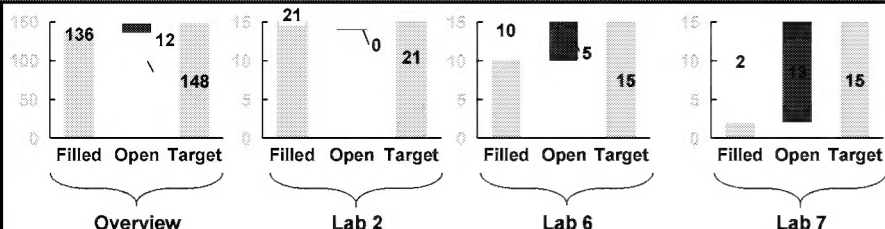
▨ Most urgent hiring needs

Key insights:

Overall pipeline health:
- **Open positions: 21 positions to fill** across all roles types;
  - **Immediate – Lab 1 Client: UX Designer; Lab 1 Officer: UX Designer**
  - **Immediate – Lab 2: 1 UX Designer**
  - **Immediate – Lab 6: Sr. Developers, and 2 UX Designers,**
- **Role pipeline[1]: 225 candidates in the total pipeline (38 in Active Pipeline; 187 in CV/Screening Backlog)** [2]

Recruiting milestones:
- Pre-screened and setup interviews with 6 UX Designer candidates
- Pre-screened 3 Senior Developer for Lab 6
- Provided soft offer to 2 Jr. Developer, and backfilled CR-04 candidate for TR to PR project

September interview metrics

	Actual	Target
Next batch interview day:		
Pre-screens conducted:	15	
Interviews completed:	3	
Candidates in the interview pipeline:	40	
Total per month:	18	40
Number of interviews last month (August):	21	

End-to-end process

Average length of recruitment process 'weeks

	Actual	Target
Pre-screen to Security Clearance	2.5	2
Security Request to Received	2.3	
Security Received to LOO Sent	2.2	2
LOO Sent to Onboarded	3.0	1
Total	10.0	5

Overall pipeline health

Overview: Filled 136, 12; Open 148; Target 21 / 0

Lab 2: Filled 21, 0; Target 21

Lab 6: Filled 10; Open 5; Target 15

Lab 7: Filled 2; Open 13; Target 15

Number of open positions[3]	Selected labs[5] Lab 1 - Client	Lab 1 - Officer	Lab 2	Lab 6	Lab 7	Candidates in pipeline	Total open positions
Journey Owner	0	0	0	1	1	1	2
Scrum Master	0	0	0	0	0	13	0
Tech Lead	0	0	0	0	1	10	1
SR QA	0	0	0	0	1	7	1
Design Lead	0	0	0	0	1	9	1
Sr Devs	0	0	0	1	1	21	2
Developer	0	0	0	1	5	69	6
QA	0	0	0	0	2	11	2
Designer	1	1	0	2	2	83	6
Total	1	1	0	5	14	226	21

1.Role based pipeline details available in Workforce Planning Tool; 2. Candidates in the active pipeline are candidate who are actively going through the selection process (i.e., pre-screens and / or interviews); 3. Open positions excludes roles for which a candidate has received an offer (i.e. team is waiting on security clearance to onboard the candidate); 4. Sum of applications since Fall 2020. 5. Labs not shown are fully filled

Sourcing channels effectiveness[4]

Channel types	Applications	Hired	% of new hires	Hire/applications
Internal to Public Service	98	16	15%	16%
Direct Source	30	5	5%	17%
Job Boards	591	28	26%	5%
Events, not tied to other sourcing types	50	5	5%	10%
Referrals	143	34	31%	24%
Total Partnerships	102	10	9%	11%
Other	164	10	9%	6%
Total	1178	108		
Selected sourcing channels to highlight this week				
• Indeed	84	8	8%	10%
• Lighthouse Labs	43	10	10%	23%

Sourcing events:

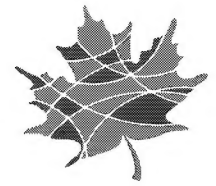|	Actual	Target
Number of sourcing events scheduled:	43	40

◐ Filled or on track to be 4 weeks prior to when needed   ◼ Unfilled <4 weeks prior to when needed   ● Unfilled past date when needed

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VERBAL

UPDATE

Canada